

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA- SEMESTER - III-EXAMINATION- SUMMER-2023**

**Subject Code: 4539201****Date: 28/06/2023****Subject Name: Strategic Management****Time: 02:30 PM TO 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make Suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1 (a)** Give definition of following terms: **14**
1. Restructuring
  2. Stakeholders
  3. Strategy
  4. Reactive approach
  5. Strategic group
  6. Emergent strategy
  7. Grassroot Innovation
- Q.2 (a)** Explain resource-based model of above average return with proper examples. **07**
- (b)** You are planning to launch a new solar panel-based business, explain various external factors which might affect your business with the help of PEST analysis. **07**
- OR**
- (b)** Majority of the companies now transferring the business from traditional to online. Due to this their operations are changing rapidly. With consideration to this, explain what will be the possible changes or adaptations in value chain? **07**
- Q.3 (a)** What is diversification? Explain various types of diversification with suitable examples. **07**
- (b)** Recently two acquisitions deals “Reliance & Future Group” and “Tesla (Elon Musk) & Twitter” got cancelled. With consideration to this, explain various reasons of failure of acquisitions. **07**
- OR**
- Q.3 (a)** Majority of the companies now started using cooperative strategies to run the business. Explain the advantages and disadvantages of various cooperative strategies with suitable examples. **07**

- (b) Explain key success factors with consideration to green energy solution provider companies. 07
- Q.4 (a) Explain Triple bottom line approach with necessary examples. 07
- (b) Explain corporate social responsibility with proper examples. 07
- OR**
- Q.4 (a) Do global business strategy and domestic business strategy works same or differently. Justify your answer with proper examples. 07
- (b) Explain porter's five force with respect to Multiplex cinema. 07

**Q.5** Back in 2004, GE's top management team was going through its annual strategic planning review when the management team came to a sudden realization; six of the company's core business were deeply involved in environments and energy-related projects. What was particularly striking was that GE had initiated almost all of these projects in response to requests from its customers. They initiated a data-gathering effort. They made an effort to educate themselves on the science behind energy and environmental issues including greenhouse gas emissions. At the same time, GE talked to government officials and regulators to try and get a sense for where public policy might be going.

This external review led to the conclusion that energy prices would likely increase going forward, driven by rising consumption in developing nations and creating demand for energy-efficient products. The team also saw tighter environmental controls, including caps on greenhouse gas emissions, as all but inevitable. What emerged from these efforts was a realization that GE could build strong businesses by helping its customers to improve their energy efficiency and environmental performance. Thus, was born GE's ecomagination strategy. First rolled out in 2005, the ecomagination strategy cut across businesses. The corporate goals were broken into subgoals and handed down to the relevant businesses. Performance against goals was reviewed on a regular basis, and the compensation of executives was tied to their ability to meet the goals.

The effort soon started to bear fruit. These included a new generation of energy-efficient appliances, more efficient fluorescent and LED lights, a new jet engine that burned 10% less fuel, a hybrid locomotive that burned 3% less fuel and put out 40% lower emissions than its immediate predecessor, lightweight plastics to replace the steel in cars, and technologies for turning coal into gas in order to drive electric turbines, while stripping most of the carbon dioxide from the turbine exhaust. By the end of its first 5-year plan, GE had met or exceeded most of its original goals, despite the global financial crisis that hit in 2008. Not only did GE sell more than \$20 billion worth of eco-products in 2010, according to management, these products were also among the most profitable in GE's portfolio.

- (a) Where did the original impetus for GE's ecomagination strategy come from? What does this tell you about strategy making? 07
- (b) To what extent did GE follow a classic SWOT model when formulating its ecomagination strategy? 07

**OR**

- (a) If GE had not pursued an ecomagination strategy, where do you think it would be today? 07
- (b) What others strategy GE can adopt to expand its existing business. 07

\*\*\*\*\*