

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA– SEMESTER –III-EXAMINATION – WINTER-2023**

**Subject Code:4539201****Date: 01-12-2023****Subject Name: Strategic Management****Time:10:30 AM TO 1:30 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. No.	Question Text and Description	Marks
Q.1	Explain following terms in brief	14
	1) Synergy 2) Strategic Group 3)Juggad 4) Grassroots 5)Conglomerate Diversification 6)Joint Venture 7)Blue Ocean Strategy	
Q.2	(A) What is strategic management? Explain in detail the major steps involved in Strategic Management as a process.	07
	(B) Compare and contrast I/O model and Resource model of above average return.	07
	<b>OR</b>	
	(B) What do you mean by Vision, Mission and Purpose? Explain key elements in developing a mission statement.	07
Q.3	(A) Explain resources, capabilities and core competency. How competitive advantage will result into sustainable competitive for the organization.	07
	(B) Elucidate Porter's Value Chain of an organization and Porter's Five Forces Framework. Also show how they are interrelated with brief examples.	07
	<b>OR</b>	
Q.3	(A) Compare and contrast BCG matrix and GE nine cell matrix	07
	(B) Discuss the Value Chain analysis of an organization. Give an example.	07
Q.4	(A) "The quality of leadership is an important element of the role of executives in the implementation of strategy". Discuss. Using an example, state how a CEO has implemented innovative strategies in a unique way.	07
	(B) Discuss role of structure in strategic implementation. And Explain When strategy is implemented with right organization structure the organization achieves competitive advantage.	07
	<b>OR</b>	
Q.4	(A) Write a detail note on Balance Scorecard.	07
	(B) With the help of a neat diagram, explain McKinsey's 7S framework in detail.	07

**Q.5 Case Study**

In 2020-21 PTC Food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor-Trepsico's Trito. After a year its wafer snack brand-Ringo, fetched 20% market share across the country. The wafer snacks market is estimated to be around Rs. 250 crores. The company could take the advantage of its existing distribution network and also source potatoes from farmers easily.

Before the PTC could enter the market a cross-functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks of eating habits of people. The result showed that the customers within the age-group of 15-24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16 flavors with varying tastes suiting to the targeted age-group. The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the company decided to bank upon humor appeal.

The Industry sources reveal that PTC spent about Rs. 50 crores on advertisement and used all possible media-print and electronic, both including the creation of its own website, Ringoringoyoungo.com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised on all dotcom networks. Em TV, Shine TV, Bee TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places. Analysts believe that Ringo's success story owes a lot to PTC's widespread distribution channels and aggressive advertisements. Humour appeal was a big success.

The 'Ringo' was made visible by painting the Railway bogies passing across the States. It has also been successful to induce Lovely Brothers' Future Group to replace Trito in their Big-Bazaar and chain of food Bazaars. PTC is paying 4% higher margin than Trepsico to Future group and other retailers. Ringo to giving Trepsico a run for its money. Trito's share has already been reduced considerably. Retail tie-ups, regional flavors, regional humor appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign markets also, if possible.

- (A) Do SWOT analysis for the company. 07
  - (B) Frame good strategies for the expansion and diversification of the company 07
- OR**
- (A) What kind of marketing strategy was formulated and implemented for Ringo? 07
  - (B) What else need to be done by Ringo so as to enlarge its market? 07

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