

**KADI SARVA VISHWAVIDYALAYA**

End Term Examination: MBA-Semester-III

Subject: Strategic Management (CC303)

Duration: 02.30 Hrs

Pt: 28112/13  
Total Marks: 40%**Instructions:**

- Q-1(a) and Q.5 are compulsory.
- Answer to the questions as per the Weightage.

Q.1(a) Explain the following terms; 4%

1. Strategic Vision and Mission Statement
2. Distinctive Competences
3. Conglomerate Diversification
4. Economies of Scale

Q.1(b) The *Industrial Organization (I/O) model* advocates that external industry factors are more important, for a firm in achieving and sustaining above average returns.-Discuss. 4%

OR

Q.1(b) "The driving forces in an industry are the major underlying causes of changing industry and competitive conditions."- Discuss with supportive example. 4%

Q.2(a) Discuss in brief the SWOT analysis with suitable example. 4%

Q.2(b) Explain value chain analysis with suitable example. 4%

OR

Q.2(a) Explain the concept of overall low cost provider strategy and discuss when a low cost provider strategy works best? 4%

Q.2(b) Explain the concept of broad differentiation strategy and discuss when broad differentiation strategy works best? 4%

Q.3(a) Elaborate "VRIO framework" with suitable example. 4%

Q.3(b) Discuss the "Blue Ocean Strategy" with example. 4%

OR

Q.3(a) Discuss the offensive strategies for strengthening company's competitive position. 4%

Q.3(b) Discuss the benefits of outsourcing strategies for strengthening company's competitive position. 4%



Q.4(a) Elaborate in brief the concept of related and unrelated diversification with suitable company example. 4%

Q.4(b) Elaborate the eight component of strategy execution process. 4%

OR

Q.4(a) Discuss the three components of building an organisation capable of good strategy execution. 4%

Q.4(b) What managerial actions would you take that improves internal operations? 4%

Q.5 With the opening up of Indian Automotive industry, the demand for luxurious models, SUVs, and mini-cars for family owners, mini high speed cars increased due to improving consumer's buying capacity. The increased demand has resulted in a large number of multi-national auto companies, especially from Japan, U. S. A., and Europe, entered and willing to enter in the Indian automobile market. You are appointed as a head for international business expansion for one of the automobile company. This company wants to penetrate and expand their business in India over a period of time. 8%

1. In the light of the above conduct **Porter's Five Forces Analysis of Indian Automobile Industry.**

2. Suggest a strategic plan regarding which segments to enter in Indian automobile industry at an initial phase.

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**KADI SARVA VISHWAVIDYALAYA**

Examination: MBA-Semester-III

Subject: Strategic Management (CC-303)

Duration: 02.30 Hrs

Total Marks: 40%

Date: 25/04/2014

**Instructions:**

- Q-1(a) and Q.5 are compulsory.
- Answer to the questions as per the Weightage.

- Q.1(a) Explain the following terms; 4%
1. Mission Statement
  2. Core Competences
  3. Unrelated Diversification
  4. Economies of Scope
- Q.1(b) The Resource based model of above average return advocates that organization's internal factors are more important, for a firm in achieving and sustaining above average returns.-Discuss. 4%
- OR**
- Q.1(b) Discuss the Key success factors which are pre requisites for all the firms in the industry with suitable example. 4%
- Q.2(a) Discuss the value chain analysis with suitable example. 4%
- Q.2(b) Identify the key Opportunities and Threats in Indian automobile segments particularly for Sport Utility Vehicles and Compact car segment. 4%
- OR**
- Q.2(a) Explain the concept of focused low cost provider strategy and discuss when a focused low cost provider strategy works best? 4%
- Q.2(b) Explain the concept of focused differentiation strategy and discuss when focused differentiation strategy works best? 4%
- Q.3(a) Discuss the defensive strategies for sustaining company's competitive position. 4%
- Q.3(b) Discuss the benefits of strategic alliances for strengthening company's competitive position. 4%
- OR**
- Q.3(a) Elaborate the eight component of strategy execution process. 4%
- Q.3(b) What managerial actions would you take that improves internal operations? 4%
- Q.4(a) Discuss the "Blue Ocean Strategy" with suitable example. 4%
- Q.4(b) Elaborate "VRIO framework" with an appropriate example. 4%
- OR**
- Q.4(a) Elaborate in brief the concept of related and unrelated diversification with suitable company example. 4%
- Q.4(b) Discuss the three components of building an organisation capable of good strategy execution. 4%
- Q.5 With the opening up of Indian consumer electronics market for global players, a number of global consumer electronics and home appliances companies have entered and others are planning to enter in the upcoming years. This indicates cutthroat competition in consumer electronics sector in India. Considering this fact conduct Porter's Five Forces Analysis of Indian Air Conditioner (A.C.) Market. 8%



**KADI SARVA VISHWAVIDYALAYA**

End Term Examination: MBA-Semester-III

Subject: Strategic Management (CC303)

Date: 24/12/2014.

Duration: 02.30 Hrs

Total Marks: 40%

**Instructions:**

- Q-1(a) and Q.5 are compulsory.
- Answer to the questions as per the Weightage.
- Support your answer with suitable examples.

- Q.1(a) Explain the following terms with suitable Example; 4%
1. Economies of Scope
  2. Strategic Fit
  3. Strategic Intent
  4. Core Competence
- Q.1(b) The *Resource Based Model Of Above Average Returns* assumes that; each organisation 4%  
is a collection of unique resources and capabilities. This uniqueness of its resources and capabilities provides basis for firm's strategy and its ability to earn above average returns.-Elaborate with suitable example.
- OR**
- Q.1(b) "An industry's key success factors are those competitive factors that most affect industry 4%  
members ability to prosper in the market place."- Discuss with supportive example.
- Q.2(a) Discuss in brief the strategy formulation and execution process. 4%
- Q.2(b) Prepare a list of emerging market opportunities and market threats with reference to the 4%  
*Emerging Organised Retail Industry In India*. What resources strengths can help an organisation to exploit emerging market opportunities by overcoming market threats?
- OR**
- Q.2(a) Explain the concept of focused differentiation strategy. In which conditions focused 4%  
differentiation strategy works best?
- Q.2(b) Explain the concept of best-cost provider strategy. In which conditions best-cost 4%  
provider strategy works best?
- Q.3(a) Discuss the offensive strategies for strengthening company's competitive position. 4%
- Q.3(b) *Resource Based View* helps an organisation to identify what makes the firm distinctive 4%  
or unique; why should customer prefer the firm's product over competitors" -Discuss.
- OR**
- Q.3(a) What do you mean by strategic alliances? How it benefits an organisation for 4%  
strengthening company's competitive position.
- Q.3(b) What do you mean by diversification? What are the circumstances in which a company 4%  
becomes a prime candidate for diversifying?



- Q.4(a) Elaborate the eight component of strategy execution process. 4%
- Q.4(b) Discuss the three components of building an organisation capable of good strategy execution. 4%

OR

- Q.4(a) What managerial actions would you take that improves internal operations? 4%
- Q.4(b) What do you mean by related diversification? What key benefits a firm can enjoy by diversifying into related businesses. 4%

- Q.5 The global hub of economic expansion is moving to Asian countries gradually, and as a large promising one of the Asian nation with a growing middle class, India has attracted the attention of the developed economies looking for new investment and trade opportunities. In general; Sectors which are growing very fast rate in India are called the Emerging Sectors such as Automobile, Retail, Tourism, Food processing, Health care etc. Some estimates that Indian economy will grow from its current \$2.3 trillion GDP to a GDP close to \$ 40 trillion to be the world's third largest in 2035. Among others, India's healthcare sector has been growing rapidly driven by a number of factors such as increasing the average life expectancy, average income level and rising awareness for health insurance. Healthcare has become one of the India's largest sectors both in terms of revenue and employment. The Indian healthcare industry, which comprises medicines, hospitals, infrastructure, telemedicine, medical devices, outsourcing, health insurance and medical equipments is expected to reach US \$100 billion by 2025 from the current US \$85 billion, 8%

1. In the light of the above conduct Porter's Five Forces Analysis of *Emerging Indian Health Care Sector*.
2. Suggest a strategic plan regarding which segments to enter in *Emerging Indian Health Care Sector* at an initial phase.

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