

## Strategic Management

Q.P. Code: 24666

Total Marks : 60

Duration : 3 Hours

- Question 1 compulsory and carries 20marks
- Answer any FOUR from the remaining questions

Q.1 A diversified company has five Strategic Business Units(SBU)

SBU	Sales	Market Growth	Relative Market Share
A	100Cr.	5%	1.33
B	150Cr.	6%	1.25
C	120Cr.	2%	1.30
D	110Cr.	3%	1.15
E	125Cr.	4%	1.20

- Write a note on BCG Matrix. (7)
  - Draw Product Port – folio Matrix(BCG) (2)
  - Define SBU (2)
  - State difference between Market share and relative market share (2)
  - Analyze and comment on the health of the organization (2)
  - Strategize for each S.B.U. (5)
- Q.2 Answer any two from the below (10)
- Explain Differentiation as per Porter generic strategies
  - As an Online aggregator of 'To Stay' rooms identify key 'Differentiators' to gain competitive advantage.
  - Explain the difference between cost leadership and cost reduction
- Q.3 Answer any Two from the below (10)
- Explain with an example of your choice Porter Value Chain that will improve your Margins by offering a strong Customer Value proposition
  - Explain Porter's "Focus" as an effective tool to create a Niche for your firms offering.
  - Explain the phase" Stuck in the Middle"

- Q.4 Answer any two from the below (10)
- Identify key steps involved in the Strategic Management Process
  - Explain in brief each of the steps identified above
  - Explain the process for a company dealing in high end premium bicycles
- Q.5 Answer any two from the below (10)
- Explain McKinsey 7 S Model & various uses of this model
  - Identify and reason out the soft and hard aspects of the "S".
  - Explain how the model can be used to address growth, by BSNL
- Q.6 List the differences between (10)
- Blue ocean strategy
  - Purple ocean strategy
  - Red ocean strategy
- Illustrate with example.
- Q.7 Write Short notes (Any 2): (10)
- PESTEL
  - SWOT Analysis
- Mintzberg's 5 P's
- Q.8 What are the challenges for Strategic management in (any TWO) (10)
- Globalization
  - VUCA environment
  - Mergers and Acquisition