


<b>Name:</b>	
<b>Enrolment No:</b>	

**UPES**  
**End Semester Examination, DEC 2024**

<b>Course: STRATEGIC MANAGEMENT</b>	<b>Semester : III</b>
<b>Program: MBA</b>	<b>Time : 03 hrs.</b>
<b>Course Code: STGM8001</b>	<b>Max. Marks: 100</b>

**Instructions:**

**SECTION A**  
**10Qx2M=20Marks**

S. No.		Marks	CO
Q 1	Statement of question		CO1
1	<p>Compared with simple products like flour or toilet paper, complex products such as cars or hotels have,</p> <ul style="list-style-type: none"> <li>a. Fewer opportunities for differentiation</li> <li>b. Greater potential for differentiation</li> <li>c. Offer similar opportunities for differentiation depending on the creativity of product designers and marketers</li> <li>d. Fewer incentives for differentiation because of their high costs</li> </ul>	2	CO1
2	<p>What is the difference between differentiation and segmentation?</p> <ul style="list-style-type: none"> <li>a. There is no difference between the two</li> <li>b. Differentiation deals with the “how” a firm chooses to compete, while segmentation describes “where” in the entire market a firm chooses to compete</li> <li>c. Differentiation is a firm’s strategic choice, whereas segmentation is given by its environment</li> <li>d. Segmentation is the head of the marketing department’s responsibility, whereas the CEO is in charge of differentiation</li> </ul>	2	CO1
3	<p>A company that experienced problems with its wholesalers decided to replace them by building warehousing facilities from which to distribute its products and to hire its own sales force. This strategy is called:</p> <ul style="list-style-type: none"> <li>a. Imitation</li> <li>b. Horizontal integration</li> <li>c. Substitution</li> <li>d. Vertical integration</li> </ul>	2	CO1
4	<p>The ABC Company is one of many companies that owns and operates mines that produce raw material used for air filtration in enclosed environments. Its only customers are two large companies that produce</p>	2	CO1

	<p>air-filtration systems. According to Porter's Five Forces Framework, which of the following is the greatest competitive threat to its continued profitability? Minimize market risks</p> <ul style="list-style-type: none"> <li>a. The bargaining power of buyers</li> <li>b. The possibility of new entrants</li> <li>c. Identifying new markets</li> <li>d. The power of complements</li> </ul>		
5	<p>What are the best ways that a firm can reduce the threat of imitation?</p> <ul style="list-style-type: none"> <li>a Decrease network externalities</li> <li>b Eliminate economies of scale</li> <li>c Decrease economies of scope</li> <li>d Increase strategic complexity and create a credible threat of retaliation</li> </ul>	2	CO1
6	<p>D-mart's value proposition and target market can best be characterized as:</p> <ul style="list-style-type: none"> <li>a. Differentiation with a broad scope</li> <li>b. Differentiation with a low-cost scope</li> <li>c. Low cost with a broad scope</li> <li>d. Low cost with a narrow scope (niche or focused)</li> </ul>	2	CO1
7	<p>A firm can develop a competitive advantage by</p> <ul style="list-style-type: none"> <li>a. raising willingness to pay a great deal with only slight increases in costs.</li> <li>b. developing large cost savings with only slight decreases in customer willingness to pay.</li> <li>c. producing superior products at lower costs.</li> <li>d. None of the answers is correct.</li> <li>e. All of the answers are correct.</li> </ul>	2	CO1
8	<p>Strategy is</p> <ul style="list-style-type: none"> <li>a. Managerial decisions and actions taken to achieve superior organisational performance</li> <li>b. Planning actions for a long term</li> <li>c. All about being profitable</li> <li>d. Achieving competitive advantage</li> </ul>	2	CO1
9	<p>Zomato has recently acquired Blinkit. For Zomato, this is</p> <ul style="list-style-type: none"> <li>a. Vertical Integration</li> <li>b. Horizontal Integration</li> <li>c. Diversification</li> <li>d. Greenfield project</li> </ul>	2	CO1

10	<p>McDonalds is deciding whether to expand into manufacturing kitchen equipment in India. At what level is this decision likely to be made?</p> <p>a. Business b. Corporate c. Funcational d. Regional</p>	2	CO1
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**SECTION B**  
**4Qx5M= 20 Marks**

Q	Statement of question		CO2
Q2	What are the essential conditions of Porter’s Generic Cost Leadership strategy for a firm to achieve sustained competitive advantage?		
Q3	How is a ‘vision’ statement different from a ‘mission’ statement.		
Q4	Explain, with example, factors contributing to a multinational firm’s decision to follow transnational strategy		
Q5	Using Industrial Organisation view and resource-based view of strategy, explain why firms perform differently.		

**SECTION-C**  
**3Qx10M=30 Marks**

Q	Statement of question		CO3
Q6	<p>GE Aerospace hopes to get more orders for its new GenX engines from ‘Humid’ southeast Asia market. Company claims GenX engines perform well in extreme conditions and continues to learn. Do you think airlines in emerging Asian markets will opt for these new generation engines and show willingness to pay higher prices for these engines! Identify differentiating factors and explain the concept of Differentiation strategy in this case.</p> <p>OR</p> <p>Identify a mature industry. For this industry, identify the following: (a) the number and size distribution of companies, (b) the nature of barriers to entry, (c) the height of barriers to entry and (d) the extent of product differentiation</p>	10	
Q7	<p>Discuss how companies can use product differentiation to manage rivalry and increase an industry’s profitability.</p> <p>OR</p> <p>One of your portfolio companies has been assessed as a Dog in the BCG Matrix. What are the 3 key strategic steps for this company?</p>	10	

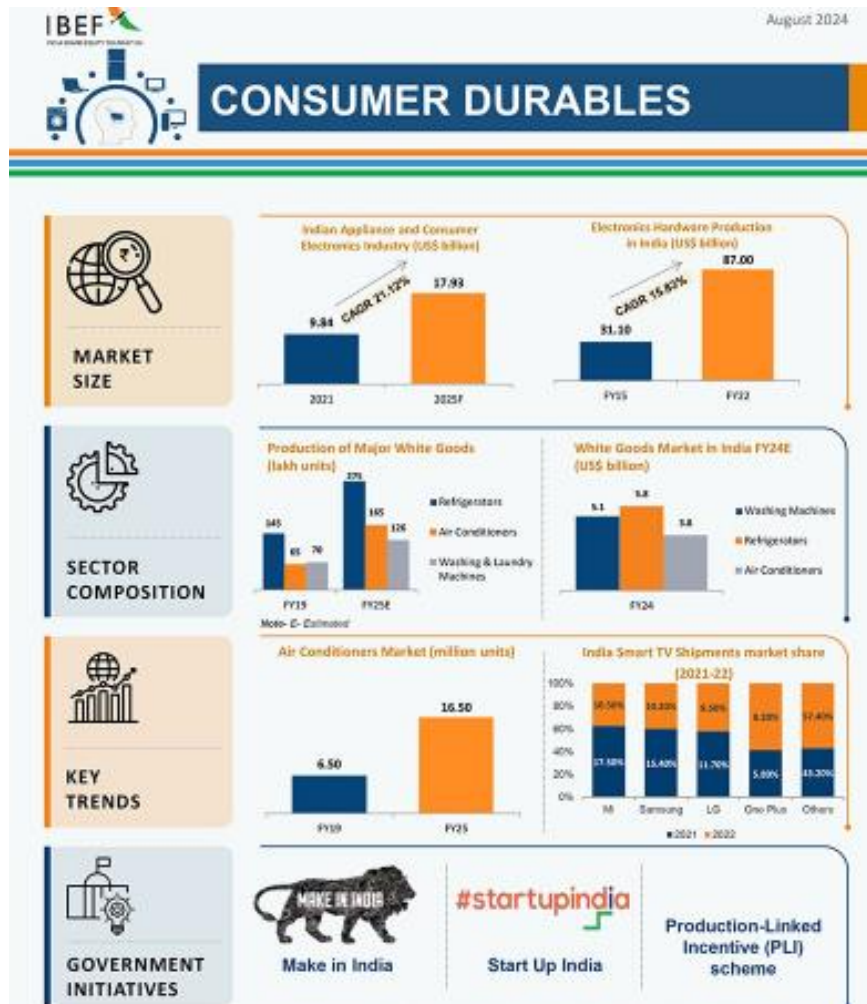
Q8	<p>A baby product company plans to increase the sale of the current products in current market, what strategic options are available to the company?</p> <p>OR</p> <p>Explain the relationship between External Environment Analysis and Internal SWOT.</p>	10	
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			
Q	Statement of question		<b>CO4</b>
Q9	<p>A recent news item in the Economic Times is reproduced below</p> <p>“New Delhi: Tata Group-owned Indian Hotels Company (IHCL) has set an ambitious target of growing its hotel portfolio to more than 700 by 2030 from the current 350.</p> <p>The operator of Taj and Ginger brand of hotels also aims to more than double enterprise revenue to over ₹30,000 crore from ₹13,000 crore currently as part of its new 'Accelerate 2030' strategy.”</p> <p>If you were advising Puneet Chhatwal, MD &amp; CEO, on a strategic plan, outline your plans to achieve the target.</p>	15	
Q10	<p>‘Diwali Premium Cart: More Indians ordering AI washing machines and smart ACs this festive season’ (ET, 30.9.2024)</p> <p>Demand for high-end products like AI-enabled washing machines and smart air conditioners is driving festive shopping, surpassing interest in the mass segment. Companies are introducing offers and flexible payment plans to ease the impact of inflation and attract more shoppers. This comes as the mass market shows signs of recovery and rural incomes are supported by a strong monsoon season.</p> <p>"The premium segment has been the star performer this year, with strong growth across categories. The mass market has been stable so far," said Kamal Nandi, business head and executive VP at Godrej Appliances. Nandi anticipates that the mass segment will pick up during the festive period, extending through Diwali.</p>		

Nandi added, "A good monsoon season positively impacts agricultural returns, which typically translates into increased demand in mass markets. We expect to see this uptick materialise more significantly going ahead."

Extended EMI schemes on premium products and demand for product upgrades in metropolitan areas are also boosting growth. "We expect value sales to grow over last year... the demand for premium products will increase more than last year," said Nilesh Gupta, director at Vijay Sales.

Haier Appliances India is forecasting a 35% year-on-year growth this festive season. "LED TV and washing machine sales have surpassed projections since the onset of the season with Onam and the brand is hopeful of good Diwali sales amid increasing consumer appetite for premium products," said N S Satish, president of Haier Appliances India.

Additional data about the Industry is provided below -



Question -

1. After looking at this growth data, N S Satish of Haier has to present to his Board a plan to exploit the growth in the market. As his strategic advisor, what are the strategic options that you would advise Haier to explore? State your reasons. Assumptions, if any, should be clearly mentioned.

OR

1. Paul Fang, CEO of Midea Group, the Chinese Consumer Durables manufacture has also read this article and the report. He wants to explore an entry into the Indian market. As his consultant, what advise would you give him -
  - a. Should Midea enter the market and why?
  - b. If so, what should be the mode of entry. If not, what are the other options that Midea can look to exploit this growth.