Name: **Enrolment No:**	

UPES
End Semester Examination, December 2025

Course: Strategic Management — **Semester: VII**
Program: Integrated BBA MBA — **Time: 03 hrs.**
Course Code: STGM 8001_3 — **Max. Marks: 100**

Instructions:
1. **Please read all the questions before attempting.**
2. **There are four sections to this question paper. All sections are compulsory.**

Good luck!

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Adoption of AI in business processes relates to which PESTEL factor? A. Economic B. Legal C. Technological D. Political	**2**	**CO1**
Q 2	Threat of substitutes is high when: A. Product differentiation is high B. Switching costs are low C. Entry barriers are high D. Buyer power is low	**2**	**CO1**
Q 3	Low industry attractiveness and weak business strength suggests: A. Growth B. Stability C. Divestment D. Expansion	**2**	**CO1**
Q 4	Coca-Cola adapting flavors country-wise best fits: A. Global B. Transnational C. Multidomestic D. International	**2**	**CO1**
Q 5	SO strategies aim to: A. Minimize weaknesses B. Avoid threats C. Use strengths to exploit opportunities D. Reduce risk	**2**	**CO1**
Q 6	A strong business in a highly attractive industry should: A. Harvest B. Divest	**2**	**CO1**

	C. Invest & grow D. Retrench		
Q 7	Which factor belongs to IFE matrix? A. Inflation B. Government policy C. Brand reputation D. Industry rivalry	**2**	**CO1**
Q 8	BCG matrix is based on: A. Profit & Cost B. Market Growth & Market Share C. Demand & Supply D. Risk & Return	**2**	**CO1**
Q 9	Entering a completely new industry is: A. Market development B. Diversification C. Product development D. Penetration	**2**	**CO1**
Q 10	Value Chain helps in identifying: A. External threats B. Competitive advantage C. Market demand D. Financial risk	**2**	**CO1**
SECTION B **4Qx5M= 20 Marks**			
Q 11	Apply VRIO framework to analyse Apple's design capability that has led to its sustained competitive advantage.	**5**	**CO2**
Q 12	Justify this statement: "Strategic Management is no longer about control and predictability, but about adaptability and resilience."	**5**	**CO2**
Q 13	Explain the role of 'vision-mission-values' relationship in an organization's success	**5**	**CO2**
Q 14	Explain the different types of integration strategies, using suitable real-business examples.	**5**	**CO2**
SECTION-C **3Qx10M=30 Marks**			
Q 15	Take an example of a diversified Indian company. Assume yourself as a consultant, review its portfolio using a BCG Matrix, and logically suggest what strategic actions you would advise for each quadrant. Present your assumptions clearly, if any.	**10**	**CO3**
Q 16	Identify 5 relevant factors driving the attractiveness of the Global Collectibles Industry. Explain them using a suitable example.	**10**	**CO3**
Q 17	What is a blue ocean strategy? Using a suitable example, explain how blue ocean strategy is different from Porter's Competitive Advantage framework?	**10**	**CO3**

SECTION-D 2Qx15M= 30 Marks			
	Jaguar Land Rover (JLR), the British luxury automotive brand group owned by Tata Motors, operates in over 100 countries and is known for its premium SUVs and luxury sedans. Over the past decade, JLR has built strong brand equity in performance, design, and off-road capability through its Jaguar and Land Rover marques. However, the company has also faced periodic financial stress due to volatile global demand, semiconductor shortages, geopolitical disruptions, and the costly transition toward electric mobility. In recent years, JLR has announced its long-term vision to become a fully electric luxury automobile brand by the next decade. While this vision reflects technological ambition and sustainability alignment, the company still depends heavily on internal combustion engine (ICE) models for the majority of its current revenues. At the same time, its cost structure remains high due to premium manufacturing, large R&D investments, and a globally dispersed supply chain. The firm enjoys strong brand loyalty in developed markets but remains vulnerable to price-sensitive emerging economies. The global premium automobile industry is becoming intensely competitive. Traditional rivals such as BMW, Mercedes-Benz, and Audi continue to dominate the luxury electric space with aggressive innovation cycles. At the same time, new-age electric vehicle manufacturers like Tesla and BYD are reshaping consumer expectations around software integration, battery range, and digital ecosystems. Buyers are becoming increasingly price-conscious while demanding sustainability, performance, and advanced digital features. Supplier power has also risen due to dependence on battery manufacturers and semiconductor producers, while customers enjoy higher bargaining power because of the increasing number of brand alternatives. JLR’s supplier ecosystem is undergoing structural transformation as the firm shifts toward electric drivetrains and software-enabled vehicles. Battery sourcing, rare-earth material dependence, and advanced semiconductor requirements have increased supplier concentration. Meanwhile, automobile dealerships globally are demanding higher margins to compensate for declining physical showroom footfalls due to the rise of online vehicle purchasing. Governments across Europe and Asia are imposing stricter emission regulations, while offering EV subsidies inconsistently across regions. From a future growth viewpoint, JLR sees opportunity in electrification, sustainability initiatives, connected vehicle platforms, and rising demand for luxury vehicles in markets such as China, India, and the Middle East.		**CO4**

	However, risks persist in the form of aggressive pricing by competitors, technological disruption, and uncertain global economic recovery. The company must now determine how its internal capabilities can be aligned with external market opportunities while simultaneously protecting itself from intensifying competitive and regulatory pressures. At this strategic inflection point, JLR's leadership faces a critical decision, whether to accelerate its EV transformation aggressively, depend on its profitable SUV portfolio for short-term stability, or adopt a balanced transition strategy combining both. Each strategic direction involves distinct risks, investments, and competitive consequences. Based on the caselet given above, answer the following questions:		
Q 17	(A) Based on the internal and external factors presented in the case, systematically evaluate the key organisational strengths and weaknesses in relation to the environmental opportunities and threats confronting JLR. OR, (B) Examine the competitive structure of the global luxury automobile industry as it applies to JLR. Analyse how different forces within the industry influence the company's profitability and strategic flexibility.	**15**	**CO4**
Q 18	Using TOWS framework, derive and justify suitable strategic alternatives for JLR. Recommend the most appropriate strategic direction for the company at this stage, with logical reasoning.	**15**	**CO4**