Seat No.: _____ Enrolment No._____

# GUJARAT TECHNOLOGICAL UNIVERSITY

**ME – SEMESTER II (NEW) – • EXAMINATION – SUMMER 2016**

**Subject Code: 2721407** **Date: 02/06/2016**

**Subject Name: Strategic Management**

**Time:10:30 am to 01:00 pm** **Total Marks: 70**

**Instructions:**

1. **Attempt all questions.**
2. **Make suitable assumptions wherever necessary.**
3. **Figures to the right indicate full marks.**

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|---|---|---|---|
| **Q.1** | **(a)** | Write a short note on balanced score card. | **07** |
| | **(b)** | Write comprehensive definition of Strategic Management? | **07** |
| **Q.2** | **(a)** | What are the advantages and disadvantages of Globalization? | **07** |
| | **(b)** | Explain generic building blocks of competitive advantage. | **07** |
| | | **OR** | |
| | **(b)** | Explain porterôs five forces with a neat sketch. | **07** |
| **Q.3** | **(a)** | Elaborate strategies for internet economy. | **07** |
| | **(b)** | Explain factors causing political behavior by employees. | **07** |
| | | **OR** | |
| **Q.3** | **(a)** | Explain different business models of internet business in brief. | **07** |
| | **(b)** | Differentiate between strategy evaluation and strategy implementation. | **07** |
| **Q.4** | **(a)** | Explain Industry Life Cycle with a neat sketch. | **07** |
| | **(b)** | Differentiate between BCG matrix and GE 9 cell matrix. | **07** |
| | | **OR** | |
| **Q.4** | **(a)** | What is corporate social responsibility? Explain its different approaches. | **07** |
| | **(b)** | Explain the statement, ñvalue for moneyò. | **07** |
| **Q.5** | **(a)** | There are three levels of strategic management corporate, business and functional. Co-relate such strategies from the case study for snap deal, Amazon and Flipkart? | **07** |
| | **(b)** | How many e-commerce firms are mentioned in the case study? Give competitive advantage of each firm against each other. | **07** |
| | | **OR** | |
| **Q.5** | **(a)** | What will be diversification strategy of Amazon? Explain. | **07** |
| | **(b)** | Write SWOT analysis of the Indian e-commerce industry in reference of case study given below. | **07** |

**CASE STUDY**

The American e-commerce giant is facing tough competition from Indian e-commerce biggies such as Flipkart and Snap deal backed by expertise of titans of the industry. There is difference between strategies of Indian and overseas e-commerce. The Flipkart has its own logistics network e-kart to overcome the problems faced in India, founded by ex-employees of Amazon. Amazon has different strategy of extensively using courier services according to delivery mode

provided by customer from being normal to twenty four hours. Flipkart was the first company to start cash on delivery system.

Amazon entered first, now, provides the option of cash on delivery, when it started in India it did not give such option. Whereas, its Indian competitor provided the same facility and quickly overtook. The debacle of Amazon largely contributed to the fact that India has only 2 million credit card holders. The convenience of buying is increasing in India as more tech firms are coming up, particularly, Paytm, which has more than double account holders than credit card holders. India is a nation of 127 billion, second only after China, has two-third of its population below 35 years of age. There are 20 different languages spoken in India. The young population is armed with smart phones and many telecommunication firms want to increase their customer base of smart phone users.

The small scale businesses of India are having troubles to get loan, hence, e-commerce firms in India are rolling out new schemes to connect with small businesses of India in farther areas and to increase their reach. Snap deal has started advertising such schemes on television and recently started its website in seven regional languages.

The new policies being implemented to connect rural India has profited the Indian e-commerce industry. Snap deal claims to gain 60% and Flipkart claims 50% of its sale coming outside of four metros. The future of Indian e-commerce industry looks glorious as it has 850 million youth below 35 years of age, who can spend money.

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