

**PARUL UNIVERSITY**  
**FACULTY OF MANAGEMENT**  
**BBA Summer 2021 - 22 Examination**

**Semester: 6**  
**Subject Code: 06101354**  
**Subject Name: Strategic Management**

**Date: 29/03/2022**  
**Time: 10:00 am to 01:00 pm**  
**Total Marks: 60**

**Instructions**

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Make suitable assumptions wherever necessary.
4. Start new question on new page.

**Do as Directed.****A). Multiple choice type questions/Fill in the blanks. (Each of 1 mark) (05)**

1. Strategy involves
 

(a) senior managers and board members	c) managers at all levels
b) senior and middle managers	d) senior management
2. What is the key outcome from PESTEL analysis?
 

a) Five Forces	c) Identification of the drivers for change
b) Critical success factor	d) Possible scenarios
3. Which of the following accurately categorizes the machines an organisation uses?
 

a) Tangible, financial resources	c) Intangible, financial resources
b) Tangible, intellectual capita	d) Tangible, physical resources
4. Vertical integration is concerned with
 

a) supply chain	c) production
b) Quality	d) planning
5. Porter's value chain theory was introduced in
 

a) 1980	c) 1985
b) 1990	d) 1995

**B). Define the following. (Each of 1 mark) (05)**

1. Mision
2. Competencies
3. Strategic intent
4. strategy
5. Horizontal Diversification

**C). Direct questions. (Each of 1 mark) (05)**

1. Give vision statement of any Indian organization
2. What is SBU?
3. Draw the Level of strategy
4. Give examples of Resources for the organization
5. What do mean by cost leadership

**Q.2 Answer the following questions.****A). Discuss diversification and explain the ways of diversification (07)****B). Elaborate the process of strategic management in detail. (08)****Q.3 Answer the following questions.****A). Discuss Ansoff Model with suitable examples (07)****B). Explain SWOT analysis with relevant example (08)****Q.4 Attempt any two questions. (Each of 7.5 mark) (15)**

1. Illustrate and explain BCG matrix. Explain its utility as a tool of strategy formulation

## 2. Case Study :

Nokia was the world's dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global Smartphone market, and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret: Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company, moving in and out of many different businesses—paper, electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen- nineties, anticipating the rise of cell phones, executives got rid of everything but the telecom business. Even more strikingly, Nokia was hardly a technological laggard—on the contrary, it came up with its first Smartphone back in 1996, and built a prototype of a touch-screen, Internet- enabled phone at the end of the nineties.

Nokia was acclaimed for its marketing, and was seen as the company that had best figured out how to turn mobile phones into fashion accessories

The car once touted as the world's cheapest, Tata Nano, seems to be running into a dead end as sales and production is down to a trickle. The poor demand has resulted in Tata Motors dealerships not placing new orders for the car in the last three to four months. Launched in 2009 to much fanfare, Tata Motors sold 30,350 units of Nano in FY 10, as per Society of Indian Automobile Manufacturers (SIAM) data. Interestingly, the sales more than doubled in FY 11 to 70,432 units, but quickly reached a plateau in the following year (FY 12) with only 74,521 units sold. Tata Nano, touted as the World's Cheapest Car and Ratan Tata's dream venture, has probably seen the end of its lifecycle. The company has plans to bring production to a complete halt following minuscule sales.

There was zero production reported during the month of January 2019. Similarly in terms of sales, there were no sales of the Nano in domestic markets in January 2019 while in January 2018, sales stood at 62 units. It was also in terms of exports that the company failed to ship a single unit of the Tata Nano in January 2019.

Question :

Do a strategic analysis of where Tata Motors went wrong with Nano?

3. Explain 5 Force Model of Indian automobile industry

4. "Decision on strategy are taken at all the level "Explain