

**GUJARAT NATIONAL LAW UNIVERSITY**  
**GANDHINAGAR**  
Course: **Business Policy and Strategic Management**  
Semester- VI (Batch: 2018-23)

End Semester Online Examination: July-August 2021

**Date: 08<sup>th</sup> August, 2021**

**Duration: 8 hours**

**Max. Marks: 50**

**Instructions:**

- The respective marks for each question are indicated in-line.
- Indicate correct question numbers in front of the answer.
- No questions or clarification can be sought during the exam period, answer as it is, giving reason, if any.
- Word Limit: 10 Marks: 800-900 Words, 5 Marks: 300-400 Marks.

- |  | <b>Marks</b> |
|--|--------------|
| Q.1 Answer <b>any two</b> of the following questions:  | (5x2=<br>10) |
| a) What are the four criteria used to determine which of the firm's capabilities are its core competencies? Why is it important for firms to use these criteria in developing capabilities?  |              |
| b) What is vertical integration? How does a company derive value from vertical integration?  |              |
| c) Write a brief note on the three approaches to building and strengthening capabilities.  |              |
| Q.2 Assume that you are appointed by the Ministry of Civil Aviation, Government of India as a consultant to overhaul Air India and make it a profitable company. Write a detailed note highlighting the problems that Air India is entangled into, and suggest the measures that the Ministry of Civil Aviation should undertake to ensure Air India becomes profitable. | (10)         |
| Q.3 Analyze telecom industry in India using Porters' Five Forces Framework and present your case about the attractiveness of the telecom industry in India.  | (10)         |
| Q.4 Reliance Industry Limited's key business units are as follows:   | (10)         |
| <ul style="list-style-type: none"><li>• Exploration and Production of Oil and Gas</li><li>• Petroleum Refining and Marketing</li><li>• Petrochemicals</li><li>• Textiles</li><li>• Retail</li><li>• Jio (Telecom)</li></ul>  |              |

Determine the competitive strengths of the above mentioned business units of RIL and place them appropriately on a nine-cell Industry attractiveness-Competitive strength matrix. How will you prioritize resource allocation for the given business units? Explain.

Q.5 How does the L&T's acquisition of Mindtree create value for L&T? How does this acquisition impact the competition in the IT outsourcing industry? (10)

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