

**GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR**
Course: **Business Policy and strategic Management**
Semester-VI (Batch: 2013-18)



Mid Semester Test: Feb-Mar. 2016

Date: 05th March 2016

Duration: 2 hours

Max. Marks: 30

Instructions:

- Read the questions properly and write the answers in the given answer book.
- The respective marks for each question are indicated in line.
- Do not write anything on the question paper.
- Draw the diagrams only with pencil.
- Indicate correct question numbers in front of the answers.
- No questions or clarifications can be sought during the exam period, answer as it is, giving reason, if any.

Marks

Part-A

Answer any four of the following:

(4x4
=16)

- Q.1 How do environmental flux and globalization make strategic management process the challenging one for organisations? Discuss with relevant examples.
- Q.2 What is sustainable competitive advantage? Explain any two strategic approaches used to build competitive advantage by strategic managers.
- Q.3 Discuss the strategy making hierarchy with suitable examples.
- Q.4 Define Strategic Group Map. Explain its application in analyzing competition.
- Q.5 Balanced Scorecard is the strategic tool to measure holistic performance of the firm – Justify.

Part-B

- Q.6 Discuss any two of the following terms. (2x2.5
=05)
- (a) Key Success Factors
- (b) Competitive strength assessment
- (c) Drivers of industry change
- Q.7 As a strategic manager of ABC Co., you are required to formulate one key strategy for each of the following category of time frame with justifiable reasons: (09)
- (i) 0 – 2 years
- (ii) 3 – 5 years
- (iii) 5 – 10 years

KSF/ Strength Measure	Weight	ABC Co.	Rival 1	Rival 2	Rival 3	Rival 4
Quality/product performance	0.10	8/0.80	5/0.50	10/1.00	1/0.10	6/0.60
Reputation/image	0.10	8/0.80	7/0.70	10/1.00	1/0.10	6/0.60
Manufacturing capability	0.10	2/0.20	10/1.00	4/0.40	5/0.50	1/0.10
Technological skills	0.05	10/0.50	1/0.05	7/0.35	3/0.15	8/0.40
Dealer network/distribution	0.05	9/0.45	4/0.20	10/0.50	5/0.25	1/0.05
New product innovation	0.05	9/0.45	4/0.20	10/0.50	5/0.25	1/0.05
Financial resources	0.10	5/0.50	10/1.00	7/0.07	3/0.30	1/0.10
Relative cost position	0.30	5/1.50	10/3.00	3/0.9	1/0.30	4/1.20
Customer service capability	0.15	5/0.75	7/1.05	10/1.50	1/0.15	4/1.60
Sum of weights	1.00	-	-	-	-	-
Overall strength rating	-	5.95	7.7	6.22	2.10	4.7

(Rating Scale: 1= Very Weak; 10=Very Strong)
