GL BAJAJ Institute of Management & Research Greater Noida
FIND YOUR SPARK

Roll No...........

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2025-27)
END TERM EXAMINATION (TERM-III)

Subject Name: Strategic Management	Time: **02.00 hrs**
Sub. Code:PG307	Max Marks: **40**

Note: All questions are compulsory. Section A carries 12 marks: 6 questions of 2 marks each, Section B carries 18 marks having 3 questions (with internal choice question in each) of 6 marks each and Section C carries 10 marks one Case Study having 2 questions of 5 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO#	**Statement of Course Outcomes**	**Bloom's Taxonomy**
CO1	Understand the core concepts of strategic intent, including vision, mission, and the strategic management process	L2
CO2	Assess industry attractiveness and internal core competencies using Porter's Five Forces and VRIO analysis to justify strategic recommendations for a given business scenario.	L3
CO3	Analyze diverse corporate portfolios using the BCG Matrix and determine the fit of Generic Competitive Strategies within specific market segments.	L4
CO4	Assess an organization's readiness for change by critiquing the alignment between its Structure and the McKinsey 7S Framework elements.	L5
CO5	Evaluate organizational performance and governance standards using the Balanced Scorecard and the principles of Blue Ocean Strategy.	L5

SECTION - A

Attempt all questions. All questions are compulsory. **2×6 = 12 Marks**

Questions	**CO**	**Bloom's Level**
Q. 1: (A). Why are strategic decisions different from other kinds of decisions?	CO1	L2
Q. 1: (B). A startup manufacturing eco-friendly packaging has a statement: *"To eliminate plastic waste from the oceans."* Is this a **Vision** or a **Mission**? Justify your choice	CO1	L2
Q. 1: (C). A traditional bookstore only launches an online delivery app *after* losing 40% of its customers to Amazon. Evaluate if this is a proactive or reactive strategy	CO1	L2
Q. 1: (D). According to RBV (resource Based View), can a "standard office building" provide a competitive advantage?	CO2	L3
Q. 1: (E). How does "Brand Loyalty" act as a Barrier to Entry?	CO2	L3
Q. 1:(F). Why do "Switching Costs" matter in Porter's Five Forces?	CO2	L3

SECTION – B

All questions are compulsory (Each question has an internal choice. Attempt anyone (either A or B) from the internal choice) **6 x 3 = 18 Marks**

Questions	CO	Bloom's Level
Q. 2: (A). *Tech-Health Inc.* has developed a patented AI algorithm that predicts heart attacks 24 hours in advance with 99% accuracy. No other company has this technology. However, the company's internal management is currently in a legal battle, and they have no marketing department to launch the product. Examine *Tech-Health Inc.'s* AI algorithm using the VRIO Framework (Value, Rarity, Imitability, Organization) **Or** **Q. 2: (B).** You are analyzing the "Budget Airline" industry. In this market: 1. Two major players control 80% of the routes. 2. Fuel prices are controlled by a global monopoly. 3. High-speed trains have just started operating on the most popular routes at half the price of a flight. 4. It costs a passenger ₹0 to switch from one airline's app to another. a) Using Porter's Five Forces, evaluate the Intensity of Rivalry and the Threat of Substitutes for a budget airline. (3 Marks) b) Based on your analysis, is this industry "Attractive" for a new investor? Justify your answer. (3 Marks)	CO2	L3
Q. 3: (A). A multi-product conglomerate, *Zenco*, has three divisions: Div A: High market share in a slow-growing "Soap" industry. Div B: Low market share in the rapidly expanding "Electric Scooter" market. Div C: Low market share in the declining "VCR Repair" business. a) Categorize these three divisions into the BCG Matrix (Cash Cow, Star, Question Mark, or Dog).(3 Marks) b) For Div B, should the company "Invest/Build" or "Divest"? Justify based on the Resource Allocation Logic (3 Marks) **Or** **Q. 3: (B**). *Global-Fit* is a fitness apparel brand. To grow its market share, it decides to simultaneously slash prices by 40% to match discount retailers and launch a "High-Tech Smart Fabric" line that costs 3x more to manufacture than its standard gear. Six months later, the brand is failing; budget customers still find the "Smart" gear too expensive, and premium customers feel the 40% discount on standard gear has cheapened the brand's image. Analyse why *Global-Fit* failed to achieve a competitive advantage by pursuing both strategies at once. Focus your answer on the Trade-offs required for each.	CO3	L4
Q. 4: (A). *FinTech-Pay* is a rapidly growing payment app. While their Financial performance is excellent, their app crashes frequently, leading to poor Customer reviews. Internally, the IT team is burnt out, and their bug-fixing speed is slow. Evaluate the four perspectives of the Balanced Scorecard with respect to the above information for Fin-Tech-Pay	CO5	L5

Or

Q. 4: (B). *Netflix* originally created a Blue Ocean by eliminating late fees and introducing a subscription-based DVD-by-mail service, disrupting *Blockbuster*. However, as giants like *Disney+* and *Amazon Prime* entered the streaming market, the space became a bloody Red Ocean characterized by "Content Wars" and high customer acquisition costs.

a) Evaluate the transition of the streaming industry from a Blue Ocean to a Red Ocean over the last decade. (4 marks)

b) Recommend one Blue Ocean move Netflix could make today to escape this "Red Ocean" (2 marks)

SECTION - C

Read the case and answer the questions **5×02 = 10 Marks**

Questions		**Bloom's Level**
Q. 5: Case Study: **Organization at Apple** Apple has a legendary ability to produce a steady stream of innovative new products and product improvements that are differentiated by design elegance and ease of use, Product innovation is in many ways the essence of what the company has always done, and what it strives to continue doing. Innovation at Apple began with the Apple II in 1979. The original macintosh computer, the first personal computer PC) to use a graphical user interface, a mouse and on-screen icons, followed on 1984.After the late founder and former CEO Steve Jobs returned to the company in 1997, the list of notable innovations expanded to include the iPod and iTunes, the Mac Airbook, the iphone, the Apple App store, and the ipad. Unlike most companies of its size, Apple has a functional structure. The employees reporting directly to current CEO Tim Cook include the senior vice President of operations, internet software and services, industrial design, software engineering, hardware engineering, and worldwide marketing, along with the CFO and company general council. This group meets every Monday morning to review the strategy of the company, its operations, and ongoing product development efforts. "The industrial design group takes the lead on new-product development efforts, dictating the look and feel of a new product, and the materials that must be used. The centrality of industrial design is unusual in most companies engineers first develop products, with industrial design coming into the picture quite late in the process, The key role played by industrial design at Apple, however, is consistent with the company's mission of designing beautiful products that change the world. The industrial design group works closely with hardware and software engineering to develop features and functions for each new product, with operations to ensure that manufacturing can be rapidly scaled up following a product launch, and with worldwide marketing to plan the product launch strategy. Thus, product development at Apple is a cross functional effort that requires intense coordination. This coordination is achieved through a centralized co mand and control structure, with the top-management group driving collaboration and the industrial design group setting key parameters. During his long te as CEO, Jobs was well known for clearly articulating who was responsible for what in the product development process, and for holding people account they failed to meet his high standards. His management style could be	CO4	L5

unforgiving and harsh—there are numerous stories of people being fired on the spot for failing to meet his standards-but it did get the job done. Even though Jobs passed away in 2011, the focus on accountability persists at Apple. Each task is given a “directly responsible individual,” or DRI in Apple-speak.” Typically, the DRI's name will appear on an agenda for a meeting, so everyone knows who is responsible. Meetings at Apple have an action list, and next to each action item will be a DRI. By such clear control processes Apple pushes accountability down deep within the ranks. A key feature of the Apple culture is the secrecy surrounding much of what the company does, Information that reaches the outside world is tightly controlled, and so is the flow of information within the company. Many employees are kept in the dark about new-product development efforts and frequently do not know what others are working on. Access to buildings where teams are developing new products or features is tightly controlled, with only team members allowed in. Cameras monitor sensitive workspaces to make sure that this restriction is not violated. Disclosing what the company is doing to an outside source, or an unauthorized inside source, is grounds for termination-as all employees are told when they join the company. The goal is to keep new products under very tight wraps until launch day. Apple wants to control the message surrounding new products. It does not want to give the competition time to respond, or media critics time to bash products under development. Questions: **Q. 5: (A).** Assess as best you can the organizational architecture at Apple, specifically its organizational structure, control systems, incentives, product development processes, and culture. (5 Marks) **Q. 5: (B).** What is Apple trying to achieve with its current organizational architecture? What are the strengths of this architecture? What are the potential weaknesses? (5 marks)		

Kindly fill the total marks allocated to each CO’s in the table below:

COs	Marks Allocated	Questions	Bloom’s Level
CO1	6	Q1 (a,b,c)	L2
CO2	12	Q1(d,e,f) and Q2	L3
CO3	6	Q3	L4
CO4	6	Q5	L5
CO5	10	Q4	L5

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering
L2= Understanding
L3= Apply
L4= Analyze
L5= Evaluate
L6= Create