



Seat No. : \_\_\_\_\_

# DI-106

December-2025

5<sup>th</sup> Year MBA, Sem.-IX

## Strategic Management

Time : 2:30 Hours]

[Max. Marks : 70

1. Two companies enter in the same industry. One spends its time scanning competitors and market forces, while the other focused on its internal core competencies. Both succeed, but through very different ways of thinking. Identify the two strategic models being used and explain. 14

**OR**

1. As a strategy consultant, explain the complete strategic management process the firm should follow – beginning with studying its internal and external environment and ending with reviewing and evaluating the outcomes of the strategies implemented. 14
2. (A) Samsung Healthcare Technologies, a division of Samsung expanding into advanced medical solutions, is planning to enter the global smart fitness band and health-monitoring device market. The company wants a thorough competitor analysis before making the investment decision. 7
- Using the Porter's Five Forces model, evaluate the overall competitiveness and attractiveness of this industry for Samsung Healthcare Technologies. Explain each force clearly as part of your analysis.
2. (B) Tata Motors is reviewing its operations to improve efficiency and strengthen its global competitiveness. The company is considering outsourcing several activities but is unsure which functions should remain in-house and what types of outsourcing are available. Using this situation, explain the different kinds of outsourcing and recommend which types would be most suitable for Tata Motors, with proper reasons. 7
3. (A) Unrelated diversification tends to give 'fit' which is not strategic in nature. So why do companies opt for unrelated diversification strategy ? Discuss in detail its merits and demerits. Explain with the help of three corporate examples. 7

3. (B) Amul, India's largest dairy cooperative, is a successful example of vertical integration in the food industry. Originally, Amul collected milk from farmers and supplied it to processors. However, with growing competition and quality issues, the company began integrating forward and backward into its value chain. Backward integration started with providing livestock feed, veterinary services, artificial insemination, and training to farmers to improve milk productivity and maintain quality at the source. Forward integration expanded to milk processing, packaging, branding, and distribution through its own refrigerated logistics network and Amul-branded retail outlets. 7

By controlling the entire process – from cattle health to packaged dairy products like cheese, butter, paneer, and ice cream – Amul minimized dependency on intermediaries, ensured consistent quality, and reduced costs. As a result, millions of farmers gained stable income, customers received fresh products nationwide, and Amul became a dominant brand in India's dairy sector backed by a fully integrated supply chain.

Amul has entered both the integration phases. Apart from the ones mentioned above, what are the major advantages why companies opt for vertical integration? Explain in detail. However, there could be some major challenges faced by Amul. Explain these showing demerits of both forward and backward moves.

**OR**

3. Write a detailed note on how different industry environments and business conditions require different strategic moves. 14
4. Write a detailed note on seven different internet-based business formats along with their examples and critical analysis on its merits and demerits. 14

**OR**

4. (A) Bartlett and Ghoshal have identified a typology to be used in referring to international strategies. Explain this matrix after defining its two dimensions in detail. Give corporate examples for the same. 10
4. (B) Explain the concept of 'Focussed Differentiation' in detail with leading corporate examples for the same. Draw the figure showing Porter's Generic strategies for the same. 4
5. (A) BCG matrix has its own importance while deciding about the performance of various SBUs in the company portfolio. Explain in detail. 7
5. (B) 'Strategy follows structure.' Describe your viewpoints on this with the help of detailed writeup on your perspective. 7

**OR**

5. (B) Explain the 7S model as given by McKinsey. 7