



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

**DJ-114**

**December-2025**

**MBA (SIBFT & DM), Sem.-III**

**SIBFT/DM-303 : Strategic Management**

**Time : 2:30 Hours]**

**[Max. Marks : 70**

**Instruction :** Question no. 1 to 5 carry 14 marks each.

1. Define 'Strategic Management'. Explain the strategic management process in detail. 14

**OR**

1. Answer the following questions : (7 marks for each) 14

- (a) Explain I/O model of above average returns along with its assumptions.  
(b) What is the meaning of the term 'Stakeholders' ? Who can be the stakeholders of a business ? How do they influence the strategy of a business ?

2. Discuss the VRIO/VRIN Analysis by taking the example of Netflix. 14

**OR**

2. How could a university apply value chain analysis to improve its student admissions and enrolment process, focusing on both primary and support activities ? 14

3. Imagine you are a strategic consultant advising three different businesses in the highly competitive coffee shop industry : 14

- Company X : A large, established national chain with hundreds of locations.
- Company Y : A small, independent coffee shop located in a busy, affluent urban downtown area, known for its unique atmosphere and specialized offerings.
- Company Z : A new, low-budget chain aiming to quickly capture market share by offering the cheapest coffee possible, primarily through automated service and efficient operations.

**Questions :**

- (1) Identify which of Porter's three generic strategies each company is likely to pursue based on its description.  
(2) Provide concrete examples of actions each company might take to succeed in their chosen strategy.

**OR**

3. Define Joint Venture. Describe its characteristics and discuss the advantages and disadvantages of Joint Venture. 14

4. Attempt any **two** : (7 marks for each) 14

- (a) Explain different international strategies on basis of local responsiveness and global integration in detail along with suitable examples.
- (b) Define 'Restructuring'. Elaborate the Restructuring Strategies at length.
- (c) Sony Group Corporation is a global multinational conglomerate headquartered in Tokyo, Japan, recognized as one of the world's leading companies in electronics, entertainment, and technology innovation. Sony began as a small electronics repair shop and grew into a powerhouse known for pioneering products and groundbreaking technologies.

It currently operates in following industries with semi-autonomous divisions :

- Sony Electronics - TVs, audio, cameras
- Sony Interactive Entertainment - PlayStation consoles, games
- Sony Music Entertainment - Music production
- Sony Pictures Entertainment - Movies, TV, streaming

Its businesses are not directly related, still they share certain capabilities with one another. Sony Electronics shares R&D in sensors and chips used in other divisions. Sony Interactive Entertainment shares technology and hardware with Electronics; and content from Sony Pictures. Sony Pictures Entertainment provides content for PlayStation & music integration.

Sony Group Corporation acts as the head office for the entire corporate group. It handles high-level strategy, capital allocation, and overall group governance. Although its segments are responsible for own profit and loss, they are semi-autonomous.

On basis of above discussion answer the following questions :

- (i) Which kind of diversification strategy is followed by Sony Inc. ? Elaborate features of this strategy.
- (ii) According to you, which organisation structure is suitable for the above strategy ? Why ?

5. Answer the following questions in short : (2 marks for each) 14

- (a) Define Emergent Strategy and Imposed Strategy.
- (b) What is Franchising ? How does it differ from licensing ?
- (c) Explain the terms of 'Cash-cow' and 'Dog' with relevance to BCG matrix.
- (d) Define backward integration with example.
- (e) Define Value Chain. Which are primary activities and secondary activities ?
- (f) Write the benefits of Strategic Group.
- (g) Define the four quadrants of Ansoff's Matrix.