

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PGDM (Executive, 2nd Trim) 2018-19

**Subject: Strategic Management
(Final examination)**

Maximum Marks: 50

Duration: 3 hours

Date: March 13, 2019

Notes:

1. Answer 3 questions

2. Question 1 is compulsory

Based on your analysis of the *Ford and the world automobile industry* case, please answer the following question.

Question 1 (30 marks)

1. Perform an industry analysis of the global auto industry using the Porter model. Is this an attractive/unattractive industry? Explain clearly. Please structure your answer using bullets and/or paragraphs, and use concepts wherever required.

Answer any 2 questions (10 marks each)

1. In the maturity stage of the industry, what are the strategies that firms adopt to minimize price competition among their incumbent rivals in the industry?
2. Your company has reached the decline stage of its industry life cycle. Explain the four strategic options that you have in this industry, and the process by which you will decide which one to select.
3. Explain how you will use the following tools in implementing a differentiation strategy: a) waterfall chart, b) multidimensional scaling. Please use diagrams/graphs in your answer.
4. You are interviewing for a position in the Strategy area of a firm. The interviewer tells you that the strategy of the firm is to be more operationally effective than competitors by performing similar activities better than them. You are an expert on Porter's *What is Strategy* article in HBR and know, therefore, that the essence of strategic decisions is to be unique rather than similar, and that there are **three** fundamental elements in all strategic decisions. How would you explain this to the interviewer?
