

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
Vidyavihar, Mumbai- 400077**

**Program: PGDM-RM (Batch 2016-18), Trim-IV
Subject: Strategic Management
(End Term Examination)**

Maximum Marks: 50

Duration: 3 hours

Date: 18th September 2017

Instructions

Please write legibly in points or short paragraphs. Marks are mentioned after the question. Parts of the question – whether explicit or implicit – carry equal marks.

Questions

1. Write short notes on **any two**
 - a. BCG Matrix
 - b. EFE Matrix
 - c. Grand Strategy Matrix

10 marks

2. Attempt only **one**
 - a. List and explain the types of Intensive and Defensive Strategies and the considerations for selecting each of them after these appear as choices in various tools.

OR

- b. What is a Balanced Score Card, why is it required and how does it help? Explain the steps in making it. Draw up a BSC for a firm of your choice at the organization level.

10 marks

3. Patanjali is focusing on patriotism, nationalism and natural produce to promote its brand. Analyse the strategic implications of their approach by applying and explaining the necessary concepts and tools of internal and external analysis. Do not forget the competition.

10 marks

4. With reference to the case given to you along with this paper - Cola Wars Continue: Coke and Pepsi in 2010 answer the following using Porter's five forces AND any other suitable tool and concept:

20 marks

- a. How has the competition between Coke and Pepsi affected industry profits?
 - b. How can Coke and Pepsi sustain their profits in the wake of flattening demand and the growing popularity of non-Carbonated Soft Drinks?

-----End of Paper-----