

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH
PGDM – III TRIM (2018-20 BATCH)
Subject: Strategic Management
(Final examination)

Maximum Marks: 100

Duration: 3 hours

Date: March , 2019

Notes:

- 1. Answer 3 questions**
- 2. Question 1 is compulsory**

Based on your analysis of the *Cola Wars Continue* case given to you, please answer the following question.

Question 1 (30 marks)

1. Perform an industry analysis of the soft drink industry (not company) 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. Please restrict answers to a maximum of 3 sides.

Answer any 2 questions (10 marks each)

2. What are the four strategies available to firms in a declining industry? Explain each one, and how you would choose which one to adopt.
3. 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?
4. Explain how you will use the following tool in implementing a cost leadership strategy:
a) Experience curve. Explain how you will use the following tool in implementing a differentiation strategy. b) Waterfall chart. Please use diagrams/graphs in your answer.
5. Explain the strategies that firms use to manage price rivalry among incumbent firms in the maturity stage of the industry life cycle.