

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Vidya Vihar, Mumbai- 400077

Programme: PGDM- International Business (IB)

Batch: 2018-20, Trimester III, Academic Year: 2018-19

Course: **Strategic Management**

(End Term Examination)

Maximum Marks: 50
2019
Duration: 3 hours

Date: April 1,

Instructions:

1. Q 1 - A Case is Provided with Question Paper: Diversey in India: The Growth Challenges and Options; Sandeep Goyal, Amit Kapoor; W13559-PDF-ENG
 - a. First 10 set of sub-questions are based on the Case. Solve any 6 sub-questions.
 - b. Sub-question 1.10 is compulsory.**
2. Q 2 - For last 7 set of sub-questions, write short notes on any 4 out of the 7 topics.
3. Others
 - a. Follow instructions and marks mentioned along with each question.
 - b. Present answers clearly using strategy framework, examples, figures and tables.
 - c. Make logical assumptions when required and clearly state the same.

1. Case Analysis (refer to Case, answer any 6 sub-questions, 5 Marks each) (30 Marks)

- 1.1. Give a brief background of Diversey.
- 1.2. How is the business environment in India for Diversey?
- 1.3. What is the most important macro-economic factor for a global country entering in India?
- 1.4. Analyse the Indian Cleaning Industry.
- 1.5. Map the value chain activities of Diversey.
- 1.6. What are the key resources and capabilities of Diversey?
- 1.7. Describe SWOT Analysis for Diversey in India.
- 1.8. What are the different strategic options Diversey has to grow in India?
- 1.9. What should be the short term strategy of Diversey India?
- 1.10. What should be the long term strategy of Diversey India?**

2. Write Short Notes (answer any 4 sub-questions, 5 Marks each) (20 Marks)

- 2.1. Generic Strategies
- 2.2. Platform Businesses
- 2.3. Industry Life Cycle
- 2.4. Competitor Analysis
- 2.5. Country Strategy
- 2.6. Strategic Inflection Point
- 2.7. Sustaining Competitive Advantage