

Trimester 3: January 2024 - April 2024 Examination: End Term Examination		
Programme code: 01 Programme: MBA	Class: FY	Trimester: III (SVU 2024)
Name of the Constituent College: K. J. Somaiya Institute of Management		Name of the department/Section/Center: GENMGT
Course Code: 217P01C308	Name of the Course: STRATEGIC MANAGEMENT	

Questions 1 and 2 on the Mondavi case are COMPULSORY. Answer any 1 from short questions 3 to 5.

Question No.		Max. Marks
Q1	Please read the <i>Robert Mondavi</i> Case (only pages 1-6), and analyze the wine industry using the Porter 5 forces framework. Is it an unattractive/attractive industry based on your analysis?	20
Q2	Based on your industry analysis, what are the key success factors for a company in the wine industry? In other words, what does it take to be a successful company in the industry? Explain clearly.	10
Q 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. Therefore, you know that the essence of strategic decisions is to be <i>unique</i> rather than <i>similar</i> , and that all strategic decisions have <u>three</u> important fundamental elements. How would you explain this to the interviewer?	20
Q4	Your company wants to do an internal analysis of the company including an evaluation of the key resources and core competences of the company. Explain how you will perform an internal analysis.	20
Q5	Your boss asks you to perform a PESTLE analysis of a new industry that your company is planning to enter. Explain how you will perform the analysis and how will you interpret the results for the management.	20