

<b>Semester: Aug– Nov 24</b>			
<b>Maximum Marks: 50</b>	<b>Examination: ETE Exam</b>	<b>Date: 02 Dec 2024</b>	<b>Duration: 2 Hours</b>
<b>Programme code: 15</b>		<b>Class: FY</b>	<b>Semester: I</b>
<b>Programme: PH.D. I SEM. 2024-25</b>			
<b>College: K. J. Somaiya Institute of Management</b>		<b>Name of the department/Section/Center: General Management</b>	
<b>Course Code: 117D19E101</b>		<b>Name of the Course: Strategic Management</b>	
<b>Instructions:</b> <ul style="list-style-type: none"> <li>● Ensure you understand the question before starting your answer. Misinterpretation may lead to incorrect responses.</li> <li>● Write legibly. If handwriting is unclear, your answers may not be accurately graded.</li> <li>● If a question has multiple parts, ensure that you answer all parts thoroughly.</li> </ul>			

	Questions	Max. Marks
1.	<p>Identify the five forces that shape competition in an industry. Describe how changes in the strength of these forces affects prices, profitability, and under which circumstances each can be considered a threat or opportunity. Why is a competitive analysis using the competitive forces framework a benefit to industry?</p> <p style="text-align: center;"><b>OR</b></p> <p>Identify and describe the four building blocks of competitive advantage. Provide an example of each using a real company situation.</p>	8
2.	<p>Evaluate and comment on this statement: "No competitive advantage lasts forever."</p> <p style="text-align: center;"><b>OR</b></p> <p>Give an example of an industry that has recently undergone a technological paradigm shift. What impact did the shift have on established companies and on new entrants to the industry?</p>	6
3.	<p>Explain the process by which increased production volume leads to lower costs. Give an example from a real or hypothetical firm. Can this process apply to a service organization as well as a manufacturing one? If so, give an example. If not, explain why not.</p> <p style="text-align: center;"><b>OR</b></p> <p>Define the generic business-level strategies companies pursue. Provide an example of a company that represents each type of strategy.</p>	8
4.	<p>Describe the advantages and disadvantages of being a first mover or a follower in a high-tech industry. In your opinion, which strategy is preferable, and why?</p>	7
5.	<p>What is meant by the term <i>national competitive advantage</i>, and what are the attributes of a nation that affect the global competitiveness of companies located within that nation?</p> <p style="text-align: center;"><b>OR</b></p> <p>What would cause a business model based on diversification to lead to a loss of competitive advantage?</p>	6
6.	<p>List and briefly describe each of the four basic global strategies.</p> <p style="text-align: center;"><b>OR</b></p> <p>A firm's vertical differentiation determines where in its hierarchy decision-making power is concentrated. Compare the arguments for decentralization and centralization. Must a business choose one or the other?</p>	8
7.	<p>What are the two general types of diversification, and when would one be preferred over the other?</p>	7