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| **Semester: July 2024**  **Maximum Marks: 50 Examination: End Sem Exam Date: Duration:2.5hrs** | | |
| **Programme code:18.**  **Programme: MBA for Working Executive** | **Class:** FY | **Semester/Trimester: II**  **Batch 1 (2023-24)** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:**  Centre for Executive Education | |
| **Course Code: 117P18C203** | **Name of the Course: Strategic management** | |
| **Instructions:** Questions 1 and 2 on the airline industry case are COMPULSORY. Answer any 1 from short questions 3 to 5. | | |

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| **Question No.** |  | **Max.**  **Marks** |
| 1 | Please read the *US Airline Industry* Case, and analyze the airline industry using the Porter 5 forces framework. Is it an unattractive/attractive industry based on your analysis? | 20 |
| 2 | **Based on your industry analysis**, what are the key success factors for a company in the airline industry? In other words, what does it take to be a successful company in the industry? Explain clearly. | 10 |
| 3 | 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 |
| 4 | Your boss asks you to help him with a strategy for turning around the struggling company. You suggest using value chain analysis as a strategy tool. Explain to him how value chain analysis can be applied to company strategy. | 20 |
| 5 | 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 you will interpret the results for the management. | 20 |