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| **Semester: II-April 2025**  **Maximum Marks: 25/50 Examination: End Sem Exam Date:**  **Duration:1.5hrs / 2.5hrs** | | |
| **Program code: 19**  **Program- PGDM-Executive** | **Class:** FY | **Semester: II**  **Batch-2** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: GM** | |
| **Course Code: 117P01C308** | **Name of the Course: STRATEGIC MANAGEMENT** | |
| **Instructions: Answer any 2 questions** | | |

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| **Question No.** |  | **Max.**  **Marks** |
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| Q1 | Explain in brief the various entry barriers in an industry according to the Porter five forces model. | 25 |
| Q2 | 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 industry analysis can be applied to company strategy. | 25 |
| 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 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? | 25 |
| Q 4 | Define the following terms (using diagrams where relevant) and explain their strategic significance.   * 1. Complementors   2. Experience curve analysis | 25 |