

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH**

**Vidya Vihar, Mumbai- 400077**

Programme: PGDM (Communications)

Batch: 2017-19, Trimester III, Academic Year: 2017-18

Course: **Strategic Management**

(End Term Examination)

Maximum Marks: 50  
2018  
Duration: 3 hours

Date: April 5,

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**Instructions:**

1. A Case is Provided with Question Paper: Monitor's Opportunities in India (A); Juan Alcacer; Jan W. Rivkin; 708482-PDF-ENG
2. Follow instructions and marks mentioned along with each question.
3. First 3 questions are based on the Case. Solve any 2 sub-questions for the first 3 questions. For question number 4, write short notes on any 4 out of the 7 topics.
4. Present answers clearly using examples, figures and tables.
5. Make logical assumptions when required and clearly state the same.

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- 1. External Analysis (refer to Case, answer any 2, 5 Marks each) (10 Marks)**
    - 1.1. Analyse General Business Environment in India.
    - 1.2. Analyse Strategy Consulting Industry.
    - 1.3. Tabulate External Factors Analysis Summary (EFAS).
  - 2. Internal Analysis (refer to Case, answer any 2, 5 Marks each) (10 Marks)**
    - 2.1. Analyse Value Chain of the Monitor Group (Strategy Consulting).
    - 2.2. Describe Core Competencies of the Monitor Group.
    - 2.3. Tabulate Internal Factors Analysis Summary (IFAS).
  - 3. Strategy Formulation (refer to Case, answer any 2, 5 Marks each) (10 Marks)**
    - 3.1. Describe SWOT Analysis for the Monitor Group.
    - 3.2. Discuss different possible strategies for the Monitor Group.
    - 3.3. Which strategy would you recommend from the following two and why? Justify by applying suitable framework and giving brief details of proposed business operations.
      - i) Outsourcing business activities to existing firms in India? OR
      - ii) Founding Monitor's own business unit in India?
  - 4. Write Short Notes (answer any 4, 5 Marks each) (20 Marks)**
    - 4.1. Industry Life Cycle
    - 4.2. Strategic Groups
    - 4.3. Strategic Types
    - 4.4. Competitive Advantage
    - 4.5. The Four Threats to Sustainability

4.6. Static and Dynamic Efficiency

4.7. Strategic Inflection Point