



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/ PGDM (M)/ PGDM (SM)
TRIMESTER-IV; Batch 2021-23
END TERM EXAMINATIONS, NOVEMBER 2022

Course Name	STRATEGIC MANAGEMENT	Course Code	20704
Max. Time	2 Hours	Max. Marks	40

Instruction: Answer all questions.

Q1. Select a firm in the Banking or Telecommunication industry in India. (5+5 Marks)

- A. Identify the resources (and competences) of the firm you have selected and analyze as how the resources and core competences have changed over time. Opine upon the changes occurred?
- B. For this firm, evaluate the strength of each of Porter's Five Forces:

Industry Force	High/ Medium/ Low	Reason	Impact
Threat of new entrants			
Power of Buyers			
Power of suppliers			
Power of substitutes			
Rivalry between existing players			

Q2. A. Analyze the Mission Statement of Fedex Corporation, given below, with respect to the desired components of a Mission Statement:

“FedEx will produce superior financial returns for shareowners by providing high value-added supply chain, transportation, business and related information services through focused operating companies. Customer requirements will be met in the highest quality manner appropriate to each market segment served. FedEx will strive to develop mutually rewarding relationships with its employees, partners and suppliers. Safety will be the first consideration in all operations. Corporate activities will be conducted to the highest ethical and professional standards”.

(5 Marks)

B. Which type of organization structure will you suggest to a company dealing in multi- products and services globally? Discuss both the advantages and disadvantages of the chosen organization structure.

(5 Marks)

Q3. a. Examine and explain conceptual framework of Porter's Generic Strategies with suitable examples. (4 + 3 X 2 Marks)

b. Assess and outline the competitive strategies of any 2 of the following organizations:

- i. IndiGo Airlines
- ii. Fabindia (Retailing garments and ethnic products handmade by craftspeople)
- iii. GE Healthcare India (Medical technologies and services provider)

Q4. Following are the aggregate weighted scores for IFE and EFE for three-division company:

Division	IFE score	EFE score	Sales	Profits
A	3.6	3.2	200	18
B	2.1	3.5	100	09
C	1.8	2.5	50	03

- A. Construct an IE Matrix and offer your interpretations for the scores for the three divisions.
- B. Recommend the tentative strategies to be followed by the three divisions based upon the interpretations? (6+4 Marks)