

**GANDHI INSTITUTE OF ENGINEERING AND TECHNOLOGY UNIVERSITY, ODISHA, GUNUPUR
(GIET UNIVERSITY)**

M.B.A. (Fourth Semester) Regular Examinations, May – 2025

**23MBAPC24001 – Strategic Management
(MBA)**



Time: 3 hrs

Maximum: 60 Marks

(The figures in the right hand margin indicate marks.)

PART – A**(2x5 = 10 Marks)**Q.1. Answer **ALL** questions

	CO #	Blooms Level
a. Define Core competencies.	CO1	K1
b. Explain Network Strategy.	CO5	K1
c. Define VIRO framework.	CO2	K1
d. Define value chain Model.	CO2	K1
e. Define Strategic Group.	CO3	K1

PART – B**(10 x 5 = 50 Marks)**Answer **all the** questions

	Marks	CO #	Blooms Level
2. a. Draft a notes on Mission, Vision and objectives of Management School situated in Tribal area.	6	CO1	5
b. Discuss the Pitfalls of Strategic Management	4	CO1	2
OR			
c. Discuss the basic models of strategic management and explain how they are applied at different organizational levels (corporate, business, and functional).	10	CO1	2
3. a. Compare and contrast the BCG Matrix and the GE Nine-Cell Matrix in terms of their approaches.	6	CO3	3
b. Explain the concept of Blue Ocean Strategy, its key principles	4	CO3	2
OR			
c. Evaluate how the functional level strategies of a company can support its overall business objectives.	10	CO2	5
4. a. Analyse how the challenges faced by companies in the decline phase of the industry life cycle differ from those in the maturity phase. How can these challenges be addressed with different strategic approaches?	10	CO2	4
OR			
b. Explain the role of each of the five forces in Porter's model and how they help in understanding industry competitiveness.	10	CO2	2
5. a. What are the common pitfalls in strategic management, and how can organizations avoid them to ensure effective strategy implementation and long-term success?	10	CO1	3
OR			
b. Analyse how the Balanced Scorecard approach can be used to improve strategic control in an organization.	10	CO5	4
6. a. What is Strategic Change Management, and what are its key components? Explain how each component contributes to the effective implementation of strategic change within an organization.	10	CO5	2

b. **Case Study: RUPA& Co Clothing Company's SWOT Analysis**

RUPA& Co Clothing Company is a mid-sized fashion retailer specializing in affordable casual wear for young adults. Over the years, the company has grown steadily by offering trendy styles at competitive prices. However, in recent times, it has faced challenges due to increasing competition from fast fashion brands and online retailers.

SWOT Analysis of RUPA & CO Clothing Company

1. **Strengths:**

- Strong brand recognition in local markets.
- Established supply chain with reliable suppliers.
- Loyal customer base, particularly among young adults.
- Ability to quickly adapt to fashion trends.

2. **Weaknesses:**

- Limited online presence compared to competitors.
- High dependency on brick-and-mortar stores, which increases operational costs.
- Limited product diversity.
- Lack of personalized customer service and shopping experiences.

3. **Opportunities:**

- Expanding the online store to cater to a wider audience.
- Collaborations with popular fashion influencers for marketing.
- Increasing demand for sustainable and eco-friendly clothing.
- Entering new geographic markets with untapped demand for affordable fashion.

4. **Threats:**

- Intense competition from fast fashion giants like Zara and H&M.
- Rising costs of raw materials and transportation.
- Changes in consumer preferences, especially toward online shopping.
- Economic downturn affecting consumer spending on non-essential items.

Questions:

1. **Using the SWOT Matrix**, identify potential strategies XYZ Clothing Company could pursue by matching its internal strengths with external opportunities.
2. **Given XYZ's weaknesses and external threats**, suggest strategies to mitigate risks and improve its position in the competitive market.
3. **How can XYZ Clothing Company use its strengths in brand recognition and customer loyalty to address the weaknesses of limited online presence and high operational costs?**
4. **Evaluate the impact of increasing online presence and sustainability on XYZ's long-term success.** Would these be beneficial opportunities in the SWOT analysis? Why or why not?

End of Paper