

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2023-24)
END TERM EXAMINATION (TERM -IV)

Subject Name: **Strategic Management**

Time: **02.00 hrs.**

Sub. Code: **PG44**

Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 mark each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO-1	Understand organizational vision, mission, goals, and values.
CO-2	Apply the corporate and business level strategies of firms in the same (or different) industries
CO-3	Evaluate programs and procedures to achieve organizational goals;
CO-4	Analyze the ethical dimensions of the strategic management process, and design appropriate courses of action
CO-5	Develop the strategies and action plans to achieve an organization's vision, mission, and goals.

SECTION - A

Attempt all questions. All questions are compulsory.

1×5 = 5 Marks

Questions	CO	Bloom's Level
Q. 1: (A). Why is “Scenario” planning important for Strategic planning? Q. 1: (B). Differentiate between Joint Venture and Strategic Alliance. Q. 1: (C). Process of analyzing the strategy to assess how well it has been implemented and executed is called _____ Q. 1: (D). What are the competitive growth strategies of firms in foreign markets? Q. 1: (E). What is Management Myopia in the organization? (Entire Sec A to be assigned one CO.)	CO1	L1,L2

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)

7 x 3 = 21 Marks

Questions	CO	Bloom's Level
Q. 2: (A). Godrej Consumer Products (GCPL) has embarked on a go-to-market (GTM) mission to increase its overall distribution footprint to 1.5 million direct coverage outlets, from 1.2 million, and enhance indirect coverage to 7 million from 6 million in 2-3 years. The objective is to achieve a vision of growing consistently in “strong double-digits over 3-4 years. Explain Grand Strategies of Godrej Consumer Products for its growth journey in India when it is eyeing some firms for acquisition. Or Q. 2: (B). ‘Agile Value Chain is the key to success of Strategy’. Explain the role of Vertical Integration in creating in the value chain of the organizations.	CO2	L3

<p>Q. 3: (A). Bengaluru-based Mensa Brands has built global digital first brands by partnering with the right founders and investing into their business. Mensa scales the brands they are working with by leveraging its expertise in ecommerce, technology, marketing, category management and demand planning. Develop the strategic plan for Mensa’s Growth and Expansion in its e-businesses</p> <p style="text-align: center;">Or</p> <p>Q. 3: (B). ‘The vision of Meesho is to enable 100M small businesses in India to succeed online’. Develop the action plan for sellers in Meesho’s marketplace. What will be the role of CEO, CFO and CIO?</p> <p>Q. 4: (A). Evaluate “Balanced Scorecard analysis tools used by companies which are essential to formulate strategic planning for decision making and smooth working of that organization.</p> <p style="text-align: center;">Or</p> <p>Q. 4: (B). ‘Organizations that promote a transparency and collective culture when it comes to strategy, generate a stronger commitment and sense of accountability from their employees’. Examine the statement with the application of Corporate, Business and Functional level strategies in the organizations. (internal choices with two questions corresponding to the same CO)</p>	CO5	L6
<p><u>SECTION - C</u></p> <p>Read the case and answer the questions</p>	<p>7×02 = 14 Marks</p>	
<p>Questions</p>	<p>CO</p>	<p>Bloom’s Level</p>
<p>Q. 5: Case Study:</p> <p>Skoda Auto's India outpost, Skoda Volkswagen India, sold 4,232 cars in September with its two mainstream brands Skoda and Volkswagen. This may seem small fry in light of the Japanese and Korean giants that dominate this industry, but there seems to be a plan at play here. With the next leg of Skoda’s India 2.0 plan, the focus will be on cracking a more price-sensitive, mass-market segment with a sub-4 metre SUV. This model is set to debut by late 2024 or early 2025 in India. Expectedly, there will be Skoda and Volkswagen-branded versions of this SUV. Skoda will stick to the MQB architecture for the new SUV, and use a different variant of the architecture, since an even more low-cost, India-specific architecture isn’t viable.</p> <p>The MQB architecture’s flexibility, its proven effectiveness and the high levels of localisation it has managed to achieve with Slavia and Kushaq give Skoda the confidence to continue with this architecture. The new SUV also has the potential to be a global model. While the sub-4 metre length restriction is typically Indian, Skoda will still look at the viability of exporting this SUV to various developing markets. A more ambitious India plan for Skoda is that of a low-cost electric vehicle (EV). It is looking at an aggressive price tag for this EV, which is likely to be an SUV of between Rs 13 lakh and 18 lakh. To keep up with the competition, it will be heavily localised in India. Skoda will not rework the MQB for this EV but will either use the MEB EV architecture in its entry-level MEB21G guise or might even partner with another manufacturer for this venture.</p> <p>The Volkswagen Group already has a relationship with Mahindra to supply EV components for the Indian carmaker’s upcoming INGLO-based EVs and it would make sense to deepen this relationship further to share costs and technology in</p>	CO4	L5

developing a low-cost EV. Most entry-level EVs in the West aren't profitable, largely due to the high cost of batteries. Skoda too is working on a solution to fix this issue; the idea seems to be to offer practical range while still being priced well. To this end, the company is open to all possibilities, including tie-ups with the local lithium-ion cell manufacturing plans in the works currently in India.

The current India 2.0 models already have opened up new markets for Skoda Auto. Vietnam is one such example, where kits will be exported from India for local assembly. Eventually, Vietnam will turn into Skoda's hub for the Asean region supported by its Indian infrastructure. Also helping fuel India's prominence are the models being developed here. As Europe moves further away from affordable cars, the low-cost models being developed here in India give Skoda a bank of products to sell in markets outside of Europe. To this end, the next generations of Slavia and Kushaq will also be developed as global models, taking into account markets like Latin America, Africa and Southeast Asia.

Questions:

Q. 5: (A). Assess the strategic implementation of Skoda Auto's India 2.0 project from the ethical considerations.

Q. 5: (B). Analyze the strategic course of action for Skoda's electric Vehicles in India.

(Entire Sec C to be assigned one CO. Both questions corresponding to the same CO)

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	5 Marks
CO2	7 Marks
CO3	7 Marks
CO4	14 Marks
CO5	7 Marks

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create