

**Jagan Institute of Management Studies**  
**End-Term Examination, April, 2017**  
**Trimester III – PGDM (IB) 2016-18**

***Global Strategic Management***  
***ET\_IB\_GSM\_2604***

Time: 3 Hrs.

M. Marks: 70

**INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q8 which are compulsory.**

- Q 1** a) Elaborate on the globalization strategies adopted by the following MNCs in emerging markets like India or China:  
i) TOYOTA  
ii) DOMINOS **5**
- b) Define the concept of Business Level and Functional Level Strategies? Describe how the Encirclement, Bypass Attack and Outflanking options are adopted by firms in the global FMCG and Software Consultancy Industries? **5**
- c) Outline the concept of hyper competition? Discuss why it is important to constantly innovate and engage in R&D in industries like Electronics, Chemicals, etc. having products with short life cycles? **5**
- Q 2** Describe the concept of GLOBAL AND MULTIDOMESTIC approach to International Business? Explain how these approaches are radically different and are strongly linked to the Standardization and Customization strategy? Discuss the type of strategies adopted by PIZZA HUT and BOEING? **13**
- Q 3** Why is it essential for MNCs to assess the global Economical, Technological and Socio Cultural Environment? On the basis of the volatile and turbulent economic conditions and cross cultural challenges what are the strategic options open for global strategists for doing business in emerging and developed nations? **13**
- Q 4** As part of the Global Corporate Level Strategy – a leading MNC is emphasizing on the Organic and Inorganic growth options for expanding global market presence. Outline in details the components of the Organic and Inorganic methods for diversifying international operations? Apply these concepts and relate to the business strategies of VODFAFONE, NIRMA, and MICROSOFT? **13**

- Q 5** Discuss in details the PORTER's Five Competitive Forces Model and what is the sixth competitive force identified for determining competitive structure of an industry? What are the strengths and deficiencies of this particular model? Explain how you would apply this model to assess the competitive intensity of the Global Automobiles and Airlines sectors? **13**
- Q 6** Explain the concept of Grand Strategy Clusters? In what way can the GE 9 cell matrix and Shells' Directional Policy matrix be applied for assessing the industry competitive conditions and capabilities of the organization and accordingly enabling MNCs to decide on expansion, diversification and divestiture options? Give examples to support your answer? **13**
- Q 7** Elaborate on the critical 7 S model for successful strategy execution by firms for building and sustaining competitive advantage in the market place? Outline how Change Management and Strategic Leadership play a crucial role in facilitating strategy execution? **13**
- Q 8** The forces of Liberalization, Privatization and Globalization continue unabated and the commitment to reforms is irreversible in India. This accompanied with the MAKE IN INDIA Scheme announced and various global investment summits organized by the newly constituted Government of India is expected to result in ample influx of foreign investments with firms like Airbus, FOSUN, IKEA and Hyundai drawing up ambitious expansion plans into India . In light of this statement answer the following questions:
- a)** Discuss the various entry strategies open to various organizations planning to invest in the Retail, Pharmaceutical and Food Processing sectors? **8**
  - b)** Explain how MNCs can perform a risk opportunity profiling of countries and examine the capital contribution and ownership status of several ventures – prior to deciding on which countries to enter and the possible modes of entry? **8**

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