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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**Post Graduate Diploma in Management (Batch 2023-25) |
| **Course Title: Strategic Management, (Course Code: 40704)****End-Term Examination, Term - IV (30th Sept, 2024)**  |
|  **Time Duration : 2 Hours Total Marks: 40** |

***General Instructions*:**

1. *Answer the questions as directed.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**Case/Situation-Based Questions**

**# Case/Situation: Value Chain Analysis and Competitive Advantages**

You are advising a large ‘Real Estate Development Firm’ that operates across multiple markets, both locally and internationally. The firm is involved in various stages of real estate development, including land acquisition, project design, construction, marketing, sales, and property management. Recently, the company’s leadership has expressed interest in optimizing its operations and increasing profitability. They believe that a more detailed understanding of their value chain could help identify areas for cost savings, improve efficiency, and enhance customer value across the different stages of property development.

**Q1.** Using the concept of ‘Value Chain Analysis’, outline the primary activities in the real estate development firm’s value chain, from land acquisition to property management. Conduct a thorough analysis of how each stage adds value to the overall product, and enhances the customer experience. Additionally, analyze the role of technology as a supporting activity within the value chain in enhancing operational efficiency and in attaining competitive advantage.

 **(10 Marks)**

**# Case/Situation: Porter’s Five Forces Model and Delta Model**

Company Background: A leading technology company, InnovateTech, is experiencing increasing competition in the smartwatch industry. The company is considering strategies to maintain and enhance its market position amidst rising threats from new entrants, changes in consumer preferences, and technological advancements.

Scenario: InnovateTech’s management is evaluating two strategic frameworks - Michael Porter’s Five Forces Model and the Delta Model, to address these challenges and chart the future direction of the company.

**Q2.** How would each framework’s insights guide InnovateTech in formulating strategies to enhance its competitive position, and create a sustainable advantage in the smartwatch industry? Compare the effectiveness of the two models in addressing InnovateTech’s challenges and recommend the most suitable strategy. **(10 Marks)**

**# Case/Situation: Red Ocean vs. Blue Ocean Strategy**

You are a strategic advisor for a healthcare technology company that specializes in innovative medical devices. The company has established a foothold in a competitive market with established players, but is facing margin pressures and increasing competition. While competitors continue to focus on incremental improvements to existing products, the company’s leadership is considering a shift in the strategy. They are exploring the idea of entering new, uncontested markets by integrating cutting-edge personalized health solutions and telemedicine technology to differentiate their offerings. The goal is to enhance their competitive position while creating new value for patients and healthcare providers.

**Q3.** How can the company effectively balance its current Red Ocean Strategy of competing in the existing medical device market by leveraging differentiation or cost leadership, while also implementing a Blue Ocean Strategy to achieve value innovation and create uncontested market space with personalized health and telemedicine solutions? Discuss specific strategic actions, key risks, and how they can be mitigated. **(10 Marks)**

**# Case/Situation: 4A Framework & Execution Excellence**

ABC Corp, a mid-sized tech company specializing in AI-driven software solutions, has seen rapid growth over the past three years. As the company scales, it faces increasing challenges related to aligning its strategy with execution, maintaining the right capabilities, structuring its operations effectively, and adapting to market changes.

ABC Corp has developed a strategic plan but is struggling to execute it effectively. The CEO and top management team are concerned about its execution excellence and performance in a rapidly changing market environment. The management team recognizes the need to address these issues with the help of 4A framework.

**Q4.** How can ABC Corp utilize 4A framework (Alignment, Ability, Architecture, and Agility) to enhance its execution excellence, and address its current operational challenges? Provide a comprehensive strategy that addresses each of the four factors, and recommend specific actions for improvement. **(10 Marks)**