



NMIMS Global Access
School for Continuing Education (NGA-SCE)

Course: Strategic Management

Internal Assignment Applicable for June 2022 Examination

Assignment Marks: 30

Instructions:

- *All Questions carry equal marks.*
- *All Questions are compulsory*
- *All answers to be explained in not more than 1000 words for question 1 and 2 and for question 3 in not more than 500 words for each subsection. Use relevant examples, illustrations as far as possible.*
- *All answers to be written individually. Discussion and group work is not advisable.*
- *Students are free to refer to any books/reference material/website/internet for attempting their assignments, but are not allowed to copy the matter as it is from the source of reference.*
- *Students should write the assignment in their own words. Copying of assignments from other students is not allowed.*
- *Students should follow the following parameter for answering the assignment questions.*

For Theoretical Answer	
Assessment Parameter	Weightage
Introduction	20%
Concepts and Application related to the question	60%
Conclusion	20%

For Numerical Answer	
Assessment Parameter	Weightage
Understanding and usage of the formula	20%
Procedure / Steps	60%
Correct Answer & Interpretation	20%

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1. Strategic Management crucially define and determine the long term performance of a business entity. This is with reference to, Nokia, who lost its pace in the smartphone race. As quoted by source:



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“Nokia has been long the market leader in the mobile phone market and with its enormous reach and huge customer base, had successfully created significant entry barriers for any new player as such. Its Symbian OS being the backbone of the whole success story contributed to a great deal in its higher perceived ease of use. Customers used to enjoy the features, thanks to highly simplified GUI. It ruled the middle and low end market for long.

But, Nokia did a blunder and lost its market share.”(Source: <https://www.marketing91.com/nokia-lost-market-share/>)

In the context of above case, define the term strategic management, discuss, what are the three major challenges to strategic management and specifically point out in relation to Nokia among the three challenges, out of these challenges which challenge hit hard to the Business Giant.

(10 Marks)

2. Reliance Industries Limited is a Fortune 500 company and the largest private sector corporation in India.

RIL, have evolved from being a textiles and polyester company to an integrated player across energy, materials, retail, entertainment and digital services. In each of these areas, they are committed to innovation-led, exponential growth. It's clearly evident that RIL has adopted parenting strategy. Discuss the concept of corporate parenting. Discuss the analytical steps which are crucial in developing corporate parent strategy. Conclude how Corporate parenting or parenting strategy is more beneficial when compared against portfolio based corporate strategy

(10 Marks)

3. General Electric (GE) is well known for its extraordinary competency in management development.



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- a. Discuss how the terms capabilities, competency and distinctive competency differs from each other.

Also, with reference to the VRIO Framework of analysis, highlight the four questions which any strategist might have examined in relation to GE for evaluating its extraordinary competency in management development. **(5 Marks)**

- b. Describing VRIO Framework with reference to GE: **(5 Marks)**

- Valuable
- Rareness
- Imitability
- Organization
