

GUJARAT TECHNOLOGICAL UNIVERSITY

M.B.A.- SEMESTER – III • EXAMINATION – WINTER 2012

Subject code: 2830001

Date: 29-12-2012

Subject Name: Strategic Management

Time: 10:30 pm – 01:30 pm

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q:1 (a)** Tangible Resources v/s Intangible Resources **07**
- Q:1 (b)** Carry out the SWOT analysis for any industry OR company of your choice and also explain what are the real values associated with SWOT analysis. **07**
- Q:2 (a)** “No successful company can grow without fulfilling its Corporate Social Responsibility”. Discuss giving examples of Indian companies of your choice. **07**
- (b)** Discuss the organizational structure (any type of your choice e.g. multidivisional, functional etc.) used to implement strategies. **07**
- OR**
- (b)** Using PEST framework as a guide, undertake an audit of the microenvironment of a chosen industry or sector. **07**
- Q:3 (a)** Short Note: Balanced Scorecard **07**
- (b)** Discuss Vertical Integration strategies. **07**
- OR**
- Q:3 (a)** What is Corporate Governance? Discuss the Product Diversification as an example of agency problem by giving examples of any companies. **07**
- (b)** High Performance Culture v/s Adaptive Culture **07**
- Q:4 (a)** There could be four possible types of changes: Evolution, Adaptation, Revolution and Reconstruction. Different types of changes will require different leadership styles. Write briefly about them. **07**
- (b)** Discuss three approaches namely Think Local- Act Local, Think Global – Act Global and Think Global – Act Local for competing internationally. **07**
- OR**
- Q:4 (a)** Make a comparative analysis of three generic strategies (Cost leadership, Differentiation and Focus) in terms of risks involved in pursuing them. Give real life examples to support your answers. **07**
- (b)** Discuss the four criteria of sustainable competitive Advantage. **07**
- Q:5 (a)** What do you mean by related and unrelated diversification? Is related diversification a more sensible strategy than unrelated diversification? Give real life examples to support your answers. **07**
- (b)** Operational control v/s Strategic control **07**
- OR**
- Q:5** Explain the concept of value chain. Discuss primary and support activities of it. Select any industry or sector of your choice and prepare the value chain for it. **14**
