

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

Subject code: 830001

Date: 29-12-2012

Subject Name: Strategic Management (SM)

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) Explain the role of setting objectives in the strategic management process with suitable examples. **07**
- (b) Explain the concept of driving forces and key success factors with suitable industry examples. **07**
- Q.2** (a) Discuss in detail the three steps of SWOT analysis with appropriate examples. **07**
- (b) Discuss the prominent applications of technology in the value chain. **07**
- OR**
- (b) Differentiate between resources, capabilities and core competencies with examples. Also discuss the four criteria of sustainable competitive advantage. **07**
- Q.3** (a) Discuss cost-leadership and differentiation business level strategy with suitable illustrations. **07**
- (b) Explain diversification and reasons to diversify with suitable illustrations. **07**
- OR**
- Q.3** (a) Differentiate between mergers, acquisitions and takeovers. Also discuss reasons and problems for acquisitions. **07**
- (b) Explain different levels of diversification? Give suitable illustrations as required. **07**
- Q.4** (a) Differentiate between multinational, global and transnational international strategies with suitable examples. **07**
- (b) Discuss key strategic leadership actions with suitable examples. **07**
- OR**
- Q.4** (a) What are the different modes of global market entry? Give suitable examples. **07**
- (b) Explain the concept of strategic alliances, its types and reasons why firms go for the same. **07**
- Q.5** (a) What is the relationship between strategy and structure? Explain different types of organizational structure with examples. **07**
- (b) Discuss the nature of corporate governance in emerging economies like India with suitable example/s. **07**
- OR**
- Q.5** (a) What are organizational controls? Why are strategic controls and financial controls important aspects of the strategic management process? **07**
- (b) What is organizational culture? How can strategic leaders manage an effective organization culture? Give examples. **07**
