

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA. Sem-III Regular Examination January 2011****Subject code: 830001****Subject Name: Strategic Management****Date: 03 /01 /2011****Time: 10.30 am – 01.00 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) Define Vision, Mission and Purpose, and discuss their importance in Strategic Management Process. **07**

(b) “Ethics are the foundation stone of building an organization”. Explain citing an example of a successful national or multi-national organization like TATAs, Siemens, L & T etc. **07**

Q.2 (a) Explain **Porter’s Five Force Model** with application in an organization of your choice. **07**

(b) Company ‘A’ targets to achieve **Above Average Returns**, and their top management is in dilemma to select either **Input-Output Model** or **Resource-based Model**. As a Manager, which Model would you recommend Company ‘A’ and Why? **07**

OR

(b) What are the tangible and intangible **resources**? Why as a decision maker, it is important to understand the differences between both? **07**

Q.3 (a) What are **capabilities** of a firm? What must firms do to create capabilities? **07**

(b) What are the **four criteria** used to determine which of a firm’s capabilities are ‘core competencies’? Explain with the help of a Table. **07**

OR

Q.3 (a) Explain the ‘**Value Chain Analysis**’ and its **application** in a large Retail business like Big Bazaar, Wall Mart, D-Mart etc. **07**

(b) “**SWOT Analysis** is equally vital for Owners, Directors and Managers”. Explain in detail giving an example of a company or your choice. **07**

Q.4 (a) Explain **Business Level Strategies** in brief. **07**

(b) Define **in brief** various strategies namely Diversification, Strategic Alliance, Joint Ventures, Mergers and Acquisitions. **07**

OR

Q.4 (a) Why are acquisition strategies popular amongst CEOs of many large Indian companies as well as SMEs? **07**

(b) Explain International Business / Corporate Level Strategies. **07**

Q.5 (a) What is the effect of **Strategic Leadership** on determining firm’s strategic direction? **07**

(b) You wish to implement ‘**Balance Score Card**’ in your new organization to have better financial controls and achieve 50% higher performance in the year 2011-12. Explain this concept. **07**

OR

Q.5 (a) “**Corporate Governance** is essential to manage the relationship among stakeholders and to control the performance of an organization”. Discuss giving an example of a company of your choice. **07**

(b) “No successful company can grow without fulfilling its **Corporate Social Responsibility**”. Discuss giving an example of Dell, Boeing, TATA, Reliance, ESSAR or **any listed Indian company**. **07**
