Seat No.: __________ Enrolment No.____________

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA Semester –III Examination Dec. - 2011

Subject code: 830001 **Date: 05/12/2011**
Subject Name: Strategic Management
Time: 10.30 am – 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)**	Differentiate between vision, mission and purpose with suitable examples.	**07**
	(b)	In the current scenario, which model is more relevant for generating above average returns, The I/O model or the resource-based model or both? Why?	**07**
Q.2	**(a)**	Differentiate between resources, capabilities and core competencies with examples. Also discuss the four criteria of sustainable competitive advantage.	**07**
	(b)	Discuss the prominent applications of the internet in the value chain.	**07**
		OR	
	(b)	What is the challenge of analyzing the internal environment? Which conditions affect managerial decisions about resources, capabilities and core competencies?	**07**
Q.3	**(a)**	Discuss different types of business-level strategies with suitable examples.	**07**
	(b)	Why do organizations diversify? Which is better, low-levels, moderate or high-levels of diversification? Give examples to substantiate your arguments.	**07**
		OR	
Q.3	**(a)**	Differentiate between mergers, acquisitions and takeovers. Also discuss reasons and problems for acquisitions.	**07**
	(b)	What are the different modes of global market entry? Give suitable examples.	**07**
Q.4	**(a)**	Write short notes on: 1. Transnational strategy 2. Strategic network 3. Leveraged buyouts 4. Balanced scorecard	**07**
	(b)	Discuss key strategic leadership actions with suitable examples.	**07**
		OR	
Q.4	**(a)**	What is the relationship between strategy and structure? In what scenario is a multidivisional structure appropriate?	**07**
	(b)	What is organizational culture? How can strategic leaders manage an effective organization culture? Give examples.	**07**
Q.5	**(a)**	What are organizational controls? Why are strategic controls and financial controls important aspects of the strategic management process?	**07**
	(b)	Write short notes on:	**07**

1. Corporate governance
2. Ethics in organizations
3. Corporate social responsibility
4. Incremental innovation

OR

Q.5	**(a)**	Discuss the nature of corporate governance in emerging economies like India with suitable example/s.	**07**
	(b)	How can corporate governance foster ethical strategic decisions and behaviours on part of managers as agents?	**07**

****