

GUJARAT TECHNOLOGICAL UNIVERSITY**M.B.A. Sem. – III - Examination –June- 2011****Subject code: 830001****Subject Name: Strategic Management****Date:03/06/2011****Time: 02.30 pm – 05.30 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) i.) Who are various stakeholders in a company ? How stakeholders' relationship could be source of competitive advantage for a company ? Explain. **04**
- ii) Explain the concept of 'value' and 'value activities' in brief **03**
- (b) AXIS Bank started its operations with corporate assets being the main focus area. But, AXIS Bank brought shift in strategy in FY 99. From the case study of AXIS Bank, answer the following questions in detail. **07**
- i. Why the bank did bring shift in strategy ?
 - ii. What was the strategic shift AXIS Bank brought about ?
 - iii. What were various constituent sub-strategies of broad differentiation that the Bank followed ?
- Q.2** (a) Varina Nissen joined Manpower Australia and New Zealand as Managing Director in 2003. When Nissan joined Manpower, the company was facing a number of significant challenges. Nissan undertook several initiatives in strategy formulation and its execution. Based on the case study of Manpower – Australia, answer the following questions : **07**
- (i) What are strategic themes identified and strategic initiatives proposed ?
 - (ii) Why Balance Score Card tool was chosen by Nissan as the strategy implementation tool ?
 - (iii) State the measures under the theme of "Customer Perspective" of Manpower Australia's Recruiting & Staffing Solution (R & SS) Score Card 2004
- (b) i. Explain brief various components of external environment of business. **03**
- ii) What do you understand by 'Core Competence' ? Explain the criteria for 'Core Competence'. Illustrate it with reference to 'consumer goods' sector **04**
- OR**
- (b) What do you understand by 'business ethics' ? Explain brief the concepts related to ethics under schools of 'ethical universalism' and 'ethical relativism'. Cite examples. **07**
- Q.3** (a) i) Explain the concept of I/O Model and assumptions of I/O Model. **03**
- ii) "Competitive scope can have a powerful effect on competitive advantage, because it shapes the configuration and economies of the value chain" Critically examine **04**
- (b) What do you understand by 'cost leadership strategy' ? How it is implemented through each of five forces ? What are competitive risks of cost leadership strategy ? Explain in brief citing examples **07**

OR

- Q.3 (a)** What are various components of action agenda for implementing a strategy by a corporate ? Explain detail . **07**
- (b)** Discuss in detail of guidelines to be followed in designing proper incentive compensation system . **07**
- Q.4 (a)** What are vision and mission ? What is their value for the strategic management process ? Illustrate your answer with reference to Mc Donald and Ford Motor company **07**
- (b)** What is the criteria of sustainable competitive advantage ? How companies like HUL or Tata Steel or Hero Honda could achieve sustainable advantage ? Explain **07**
- OR**
- Q.4 (a)** What are various levels of diversification ? What are various reasons for diversification ? **07**
- (b)** What is a company's social responsibility strategy ? Why the exercise of social responsibility is good business ? Give at least 3 Indian corporate examples as exemplary corporate citizens of India . **07**
- Q.5 (a)** Explain in detail of five forces of Michael Porter with suitable examples **07**
- (b)** What do you understand by ' Cost Effectiveness ' ? What are critical success factors that change over time ? Explain in brief **07**
- OR**
- Q.5 (a)** Define ' strategic leadership ' and explain the role of top level managers . **07**
- (b)** " Tata Steel is one of the most socially responsible corporates in India . " . Justify with facts and figures . **07**
