Seat No.: ________ Enrolment No.___________

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER–III • EXAMINATION – WINTER 2013

Subject Code: 2830001 **Date: 16-12-2013**

Subject Name: Strategic Management (SM)

Time: 14:30 pm – 17:30 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)**	Distinguish between Vision and Mission. Giving real life examples explain the characteristics of a good vision and mission statement.	**07**
Q:1	**(b)**	Carry out the SWOT analysis for any industry OR company of your choice and also explain the importance of SWOT analysis.	**07**
Q:2	**(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)	Related Diversification v/s Unrelated Diversification.	**07**
		OR	
	(b)	Define corporate governance and explain internal governance mechanisms which are used to monitor and control managerial decisions.	**07**
Q:3	**(a)**	Explain Porter’s Five Force Model by taking an industry or a company of your choice.	**07**
	(b)	Discuss in brief strategies namely Mergers, Acquisition, Takeover and Joint venture by citing real life examples.	**07**
		OR	
Q:3	**(a)**	Discuss the concept of Balanced Scorecard.	**07**
	(b)	Operational control v/s Strategic control	**07**
Q:4	**(a)**	Discuss three approaches namely Think Local- Act Local, Think Global – Act Global and Think Global – Act Local for competing internationally.	**07**
	(b)	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.	**07**
		OR	
Q:4	**(a)**	Describe the relationship between strategy and structure, also discuss organization structure of any company of your choice and relate it with strategy.	**07**
	(b)	High Performance Culture v/s Adaptive Culture	**07**
Q:5	**(a)**	Describe the importance of strategic leaders in managing the firm’s resources.	**07**
	(b)	Select an organization which has recently undergone any strategic change, identify the nature/type of change and also discuss strategic leadership followed by the firm to incorporate that change.	**07**
		OR	
Q:5	**(a)**	Discuss the concept of corporate social responsibility by giving examples of HUL, BPCL, TATA, or any company of your choice.	**07**
Q:5	**(b)**	Short note: Strategic Alliance	**07**

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