

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER-III • EXAMINATION – WINTER 2013

Subject Code: 830001**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.

Q1 (a) How do you define strategic competitiveness, competitive advantage and above-average returns? Use suitable examples. **07**

(b) Explain the concepts of technology diffusion and disruptive technologies with suitable industry examples. **07**

Q2 (a) How to analyze the general environment and the industry environment? Use necessary models to explain using suitable examples. **07**

(b) Discuss the concept of outsourcing using value chain analysis? Is it relevant in the current times? **07**

OR

(b) Differentiate between resources, capabilities and core competencies with examples. What are the four criteria of sustainable competitive advantage? **07**

Q3 (a) Discuss generic strategies (business level strategies) with suitable examples. **07**

(b) Explain the different levels of diversification and reasons to diversify with suitable examples. **07**

OR

Q3 (a) Differentiate between mergers, acquisitions and takeovers. Also discuss reasons and problems for acquisitions. **07**

(b) Explain the concepts of operational and corporate relatedness with the help of value-creating diversification strategies. Give suitable examples. **07**

Q4 (a) Differentiate between multinational, global and transnational strategies. Which one works in the current scenario? Why? **07**

(b) Write a short note on executive compensation. Give suitable examples. **07**

OR

Q4 (a) What are the different methods of global market entry? Discuss advantages and disadvantages of each one of them. **07**

Explain the concept of strategic alliances (cooperative strategies), its types and reasons why firms go for the same. **07**

Q5 (a) What is the relationship between strategy and structure? Explain the multidivisional (M-form) structure. **07**

(b) Discuss the nature of corporate governance in emerging economies like India with suitable example/s. **07**

OR

Q5 (a) What are organizational controls? Why are strategic controls and financial controls important aspects of the **07**

(b) What is organizational culture? How can strategic leaders manage an effective organization culture? Give examples. **07**
