Seat No.: ________ Enrolment No.___________

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER–III • EXAMINATION – SUMMER • 2015

Subject Code: 2830001 **Date: 19-05-2015**

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)**	Wipro and Tata Power are the only Indian companies to have found a place in the world's most ethical companies in a list published by Ethisphere Institute, USA. How can business ethics be a good corporate strategy for the successful corporations of tomorrow? Discuss some of the principles of ethics which can help a corporation to become successful in the long term.	**07**
	(b)	Compare and Contrast the I/O model and Resource based model of above average returns with relevant examples	**07**
Q.2	**(a)**	Discuss the levels and reasons for Diversification as a Corporate Strategy. Explain Unrelated Diversification with a relevant example	**07**
	(b)		
		1.List and explain some of the characteristics of a Strategic Leader	**04**
		2.Discuss the concept of Business Model with a relevant example	**03**
		OR	
	(b)	1. Define Organisational Culture. What must be done to sustain an effective culture?	**04**
		2. What is Strategic Group Mapping? Explain with relevant examples.	**03**
Q.3	**(a)**	What are the four criteria of sustainable competitive advantage? Discuss with relevant examples how it can be used to build core competencies.	**07**
	(b)	Discuss the specific risks associated with using each business level strategy	**07**
		OR	
Q.3	**(a)**	Analyse an Industry, by using the five force model. How will you interpret this analysis in terms of profit potential for your chosen Industry?	**07**
	(b)	What are the potential problems that affect a firm's efforts to use an acquisition strategy?	**07**
Q.4	**(a)**	Discuss the relevant structural mechanisms required to implement a strategy	**07**
	(b)	What are functional strategies? Discuss the concept of vertical and horizontal fit in functional strategy implementation.	**07**
		OR	
Q.4	**(a)**	Discuss the effects of CEO succession and top management team composition on the strategy of the organisation	**07**
	(b)	How the pattern of organisational structural growth and its strategies are interrelated? Explain the reciprocal relationships between them	**07**

Q.5	**(a)**	What is Corporate Governance? Explain product diversification as an example of agency problem with a relevant example.	**07**
	(b)	1. Write a note on Balanced Scorecard	**04**
		2. Taking an example explain Joint Ventures as part of Corporate Strategy	**03**

OR

Q.5	**(a)**	Discuss the concepts of Strategic and Financial Control as methods of Organisational Control	**07**
	(b)	1. What is Corporate Social Responsibility? How can it help the firm in its long term strategy?	**04**
		2. Discuss some of methods of International Market Entry modes as part of International Strategy	**03**

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