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GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER–III • EXAMINATION – WINTER • 2014

Subject Code: 2830001 Date: 04-12-2014

Subject Name: Strategic Management (SM)

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)**	Discuss the I/O model with relevant examples.	**07**
	(b)	Discuss the Resource based model with relevant examples.	**07**
Q.2	**(a)**	Firms choose from among five business level strategies to establish and defend their desired strategic position against competitors: cost leadership, differentiation, focused cost leadership, focused differentiation and integrated cost leadership. Discuss any three business level strategies with relevant examples.	**07**
	(b)	Experts believe that firms go for diversification for three important reasons which are (1) Value Creating (2) Value Neutral (3) Value Reducing. Discuss these 3 types of reasons for diversification.	**07**
		OR	
	(b)	Briefly discuss the reasons firms go for acquisitions and problems faced in achieving it.	**07**
Q.3	**(a)**	Discuss Functional structures and Multidivisional structures with examples.	**07**
	(b)	What is Strategic leadership? In what way are top executives considered important resources for an organization.	**07**
		OR	
Q.3	**(a)**	Discuss organizational structure and organizational controls.	**07**
	(b)	What is organizational culture? What must strategic leaders do to develop and sustain an effective organizational culture?	**07**
Q.4	**(a)**	Discuss Balanced Score card.	**07**
	(b)	How is each of the three internal governance mechanisms – ownership concentration, boards of directors and executive compensation-used to align the interests of managerial agents with those of the firm's owners?	**07**
		OR	
Q.4	**(a)**	What is corporate governance? What factors account for the considerable amount of attention corporate governance receives from several parties including shareholders and academic scholars? Why is governance necessary to control managers' decisions?	**07**
	(b)	Explain strategic control and financial controls with their differences.	**07**
Q.5	**(a)**	Discuss the five modes of international expansion with examples	**07**
	(b)	Discuss the Porter's five force model for an industry of your choice	**07**
		OR	
Q.5	**(a)**	Explain strategic alliance in detail with examples	**07**
	(b)	Explain the concept of value chain in detail with a suitable example.	**07**

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