

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER-III • EXAMINATION – WINTER • 2014

Subject Code: 830001

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)** Explain I/O Model of Above Average return with a diagram. **07**
(b) Explain the three major areas of a firm's external environment, with a diagram. **07**
- Q.2 (a)** Define Sustainable Competitive Advantage (SCA). Explain four criteria for SCA to become core competencies. **07**
(b) Explain Value Chain Analysis with a diagram. **07**
- OR**
- (b)** What is value? Why is it critical for the firm to create a value? How does it do so? **07**
- Q.3 (a)** Explain in brief the different types of business level strategies. **07**
(b) Explain the different levels and types of diversification with examples. **07**
- OR**
- Q.3 (a)** Define acquisition. Identify reasons for acquisitions. Explain horizontal acquisitions. **07**
(b) Define International strategy. What are the primary benefits of an international strategy? **07**
- Q.4 (a)** What is structural leadership? In what ways are top executives considered important resources for an organisation? **07**
(b) What does it mean to say that strategy and structure have a reciprocal relationship? **07**
- OR**
- Q.4 (a)** How do functional strategies differ from corporate and business strategies? **07**
(b) Define organisation culture. Why is it important for a firm? Identify the three sources from which organisation culture is derived? **07**
- Q.5 (a)** Define corporate governance. Why is it getting attention nowadays from various stakeholders of organisation? **07**
(b) Explain Balance Scorecard with a diagram. **07**
- OR**
- Q.5 (a)** Identify differences between strategic and operational control. Explain in brief the four types of strategic controls. **07**
(b) Explain the key considerations in monitoring deviation from performance standards? **07**
