

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA - SEMESTER-III • EXAMINATION – SUMMER 2013**

**Subject Code: 830001****Date: 28-05-2013****Subject Name: Strategic Management****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) Define Strategy. Explain Strategic Management Process. **07**  
 (b) Who are Stakeholders? Explain Primary types of Stakeholder groups influencing organizations. **07**
- Q.2** (a) Explain External Environmental Analysis Process. What does an industrial company or firm want to learn using this process? **07**  
 (b) Describe Value Chain Analysis. What does a manufacturing firm gain when it successfully uses this tool? **07**
- OR**
- (b) What is 'Outsourcing'? Will outsourcing's importance grow in the 21<sup>st</sup> Century? If so, Why? **07**
- Q.3** (a) What do you understand by "Market Commonality" and "Resource Similarity"? Justify that these concepts are the building blocks for a competitor analysis? **07**  
 (b) Explain different types of Business-Level Strategies firms choose to establish and defend their desired strategic position against competitor. **07**
- OR**
- Q.3** (a) What is Diversification? What are different reasons firms choose to diversify their operations? **07**  
 (b) What is the Restructuring Strategy, and what are its common forms? **07**
- Q.4** (a) How do firms enter into the International Market? **07**  
 (b) What is a Strategic Alliance? What are various types of strategic alliances firms use to develop a competitive advantage? **07**
- OR**
- Q.4** (a) Explain 'Corporate Governance' process in brief. Why is it necessary to control manager's decisions? **07**  
**Q.4** (b) What are 'Organizational Structures' and 'Organizational Controls'? Explain in brief. **07**
- Q.5** (a) What is Strategic Entrepreneurship? How does strategic entrepreneurship help firms to create value? **07**  
 (b) What is Organizational Culture? How do Strategic Leaders help to develop and sustain an effective organizational culture? **07**
- OR**
- Q.5** (a) What do you mean by Ethics in organization and organization's social responsibility? Exemplify your answer with at least two Indian Corporate Houses following Ethics. **07**  
 (b) Explain Following terms in brief: **07**  
 1. Acquisition      2. Balanced Scorecard      3. Down scoping  
 4. Ethical Behavior      5. Fast-Cycle market      6. Mergers      7. Slow -Cycle Markets

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