Seat No.:	Enrolment No.
Seat 1101.	Bin of file 1 to:

## **GUJARAT TECHNOLOGICAL UNIVERSITY**

MBA - SEMESTER-III • EXAMINATION – SUMMER • 2015
Subject Code: 2830001 Date: 19-05-2015
Subject Name: Strategic Management (SM)

Ti	U	4:30 pm – 17:30 pm Total Marks: 70	
		Attempt all questions.	
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>(b)</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>(b)</b>		
		1.List and explain some of the characteristics of a Strategic Leader 2.Discuss the concept of Business Model with a relevant example <b>OR</b>	04 03
	<b>(b)</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>(b)</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>(b)</b>	What are the potential problems that affect a firm's efforts to use an acquisition strategy?	07
Q.4	(a) (b)	Discuss the relevant structural mechanisms required to implement a strategy What are functional strategies? Discuss the concept of vertical and horizontal fit	07 07
	( <i>D)</i>	in functional strategy implementation.  OR	07
Q.4	(a)	Discuss the effects of CEO succession and top management team composition on the strategy of the organisation	07
	<b>(b)</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>(b)</b>	<ol> <li>Write a note on Balanced Scorecard</li> <li>Taking an example explain Joint Ventures as part of Corporate Strategy</li> </ol>	04 03
		OR	
Q.5	(a)	Discuss the concepts of Strategic and Financial Control as methods of Organisational Control	07
	<b>(b)</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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