Seat No.:	Enrolment No.

## **GUJARAT TECHNOLOGICAL UNIVERSITY**

Subject code: 830001	012
Time: 02:30 pm – 05:30 pm  Instructions:  1. Attempt all questions. 2. Make suitable assumptions wherever necessary. 3. Figures to the right indicate full marks.  Q.1 (a) Describe the industrial organization (I/O) model of above-average returns. What are its main assumptions? What is the key to success according to the I/O model?  (b) Describe the six segments of the general environment.  Q.2 (a) What are the differences between tangible and intangible resources? Which category of resources is more valuable to the firm?  (b) Describe a value chain analysis. How does a value chain analysis help a firm gain competitive advantage?  OR  (b) Describe and discuss the resource-based model of above-average returns.  Q.3 (a) Discuss how a cost leadership strategy can allow a firm to earn above-average returns in spite of strong competitive forces. Address each of the five competitive forces.  (b) What are the advantages and disadvantages of being a first mover, second mover, and late mover?  OR  Q.3 (a) Differentiate between corporate-level and business-level strategies What are the five categories of businesses based on level of diversification?  (b) Identify and explain the seven reasons firms engage in an acquisition strategy.  Q.4 (a) Identify and describe the modes of entering international markets. What are their advantages and disadvantages?  (b) How does corporate governance foster ethical strategic decisions and how important is this to top-level executives?  OR  Q.4 (a) Define the three major dimensions of organizational structure: specialization, centralization, and formalization. How do these dimensions vary in organizations	U12
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leadership/differentiation strategies? Also discusses structures used to implement the three international strategies  (b) Describe what strategic leaders can do to establish and emphasize ethical	07
practices.  O.5 (a) How companies like Tata Motors, Hyundai etc were able to pose big threat	

(b) Make a thorough SWOT analysis of MUL considering future challenges 07 ahead.

- Q.5 (a) Varina Nissen joined Manpower Australia and New Zealand as Managing Director in 2003. When Nissan joined Manpower, the company was facing a number of significant challenges. Nissan undertook several initiatives in strategy formulation and its execution. Based on the case study of Manpower Australia, answer the following questions:
   What are strategic themes identified and strategic initiatives proposed
  - **(b)** Why Balance Score Card tool was chosen by Nissan as the strategy **07** implementation tool

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