Seat No.: _____ Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY

M.B.A.- SEMESTER – III • EXAMINATION – WINTER 2012

Subject code: 2830001 **Date: 29-12-2012**

Subject Name: Strategic Management

Time: 10:30 pm – 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)**	Tangible Resources v/s Intangible Resources	**07**
Q:1	**(b)**	Carry out the SWOT analysis for any industry OR company of your choice and also explain what are the real values associated with SWOT analysis.	**07**
Q:2	**(a)**	"No successful company can grow without fulfilling its Corporate Social Responsibility". Discuss giving examples of Indian companies of your choice.	**07**
	(b)	Discuss the organizational structure (any type of your choice e.g. multidivisional, functional etc.) used to implement strategies.	**07**
		OR	
	(b)	Using PEST framework as a guide, undertake an audit of the microenvironment of a chosen industry or sector.	**07**
Q:3	**(a)**	Short Note: Balanced Scorecard	**07**
	(b)	Discuss Vertical Integration strategies.	**07**
		OR	
Q:3	**(a)**	What is Corporate Governance? Discuss the Product Diversification as an example of agency problem by giving examples of any companies.	**07**
	(b)	High Performance Culture v/s Adaptive Culture	**07**
Q:4	**(a)**	There could be four possible types of changes: Evolution, Adaptation, Revolution and Reconstruction. Different types of changes will require different leadership styles. Write briefly about them.	**07**
	(b)	Discuss three approaches namely Think Local- Act Local, Think Global – Act Global and Think Global – Act Local for competing internationally.	**07**
		OR	
Q:4	**(a)**	Make a comparative analysis of three generic strategies (Cost leadership, Differentiation and Focus) in terms of risks involved in pursuing them. Give real life examples to support your answers.	**07**
	(b)	Discuss the four criteria of sustainable competitive Advantage.	**07**
Q:5	**(a)**	What do you mean by related and unrelated diversification? Is related diversification a more sensible strategy than unrelated diversification? Give real life examples to support your answers.	**07**
	(b)	Operational control v/s Strategic control	**07**
		OR	
Q:5		Explain the concept of value chain. Discuss primary and support activities of it. Select any industry or sector of your choice and prepare the value chain for it.	**14**

****