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

Su	bject	code: 830001 Date: 29-12-2012	
Su	bject	Name: Strategic Management (SM)	
Ti	me: 1	0:30 pm – 01:30 pm Total Marks: 70	
Ins	struc	tions:	
	1.	Attempt all questions.	
		Make suitable assumptions wherever necessary.	
	3.	Figures to the right indicate full marks.	
Q.1	(a)	Explain the role of setting objectives in the strategic management process	
C	()	with suitable examples.	07
	(b)	Explain the concept of driving forces and key success factors with suitable	
		industry examples.	07
Q.2	(a)	Discuss in detail the three steps of SWOT analysis with appropriate examples.	07
	(b)	Discuss the prominent applications of technology in the	07
		value chain. OR	
	(b)	Differentiate between resources, capabilities and core competencies with	07
	(~)	examples. Also discuss the four criteria of sustainable competitive advantage.	
Q.3	(a)	Discuss cost-leadership and differentiation business level strategy with	07
		suitable illustrations.	
	(b)	Explain diversification and reasons to diversify with suitable illustrations.	07
0.2	(2)	OR	۸
Q.3	(a)	Differentiate between mergers, acquisitions and takeovers. Also discuss reasons and problems for acquisitions.	07
	(b)	Explain different levels of diversification? Give suitable	07
	(~)	illustrations as required.	
Q.4	(a)	Differentiate between multinational, global and transnational international	07
		strategies with suitable examples.	
	(b)	Discuss key strategic leadership actions with suitable	07
		examples. OR	
Q.4	(a)	What are the different modes of global market entry? Give	07
V. -	(a)	suitable examples.	0 1
	(b)	Explain the concept of strategic alliances, its types and reasons why firms go	07
		for the same.	
Q.5	(a)	What is the relationship between strategy and structure? Explain different	07
	(1.)	types of organizational structure with examples.	0.
	(b)	Discuss the nature of corporate governance in emerging economies like India with suitable example/s.	07
		OR	
Q.5	(a)	What are organizational controls? Why are strategic	07
		controls and financial controls important aspects of the	
		strategic management process?	
	(b)	What is organizational culture? How can strategic leaders	07
		manage an effective organization culture? Give examples.	
