Seat No.: _____ Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER–III • EXAMINATION – WINTER • 2014

Subject Code: 830001 **Date: 04-12-2014**

Subject Name: Strategic Management (SM)

Time: 10:30 am - 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)**	Explain I/O Model of Above Average return with a diagram.	**07**
	(b)	Explain the three major areas of a firm's external environment, with a diagram.	**07**
Q.2	**(a)**	Define Sustainable Competitive Advantage (SCA). Explain four criteria for SCA to become core competencies.	**07**
	(b)	Explain Value Chain Analysis with a diagram.	**07**
		OR	
	(b)	What is value? Why is it critical for the firm to create a value? How does it do so?	**07**
Q.3	**(a)**	Explain in brief the different types of business level strategies.	**07**
	(b)	Explain the different levels and types of diversification with examples.	**07**
		OR	
Q.3	**(a)**	Define acquisition. Identify reasons for acquisitions. Explain horizontal acquisitions.	**07**
	(b)	Define International strategy. What are the primary benefits of an international strategy?	**07**
Q.4	**(a)**	What is structural leadership? In what ways are top executives considered important resources for an organisation?	**07**
	(b)	What does it mean to say that strategy and structure have a reciprocal relationship?	**07**
		OR	
Q.4	**(a)**	How do functional strategies differ from corporate and business strategies?	**07**
	(b)	Define organisation culture. Why is it important for a firm? Identify the three sources from which organisation culture is derived?	**07**
Q.5	**(a)**	Define corporate governance. Why is it getting attention nowadays from various stakeholders of organisation?	**07**
	(b)	Explain Balance Scorecard with a diagram.	**07**
		OR	
Q.5	**(a)**	Identify differences between strategic and operational control. Explain in brief the four types of strategic controls.	**07**
	(b)	Explain the key considerations in monitoring deviation from performance standards?	**07**

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