

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**

**MBA Semester –III Examination Dec. - 2011**

**Subject code: 2830001**

**Date: 05/12/2011**

**Subject Name: Strategic Management**

**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) Describe the contemporary competitive landscape. Explain the role of Technology and Globalization on the nature of current competitive landscape. **07**
- (b) Discuss the four steps of external analysis process in detail. What does the firm intend to follow this process? **07**

- Q.2** (a) Explain the terms – Market Commonality, Resource Similarity. How can be these exploited to analyze the competitors? **07**
- (b) Distinguish between core competencies and competitive advantage. Does the success of an organization is merely dependent on its competitive advantage? – justify your answer with supportive arguments. **07**

**OR**

- (b) Does the higher proportion of resources to the competitors ensure the competitive advantage for a firm? Why is it essential to develop capabilities for a success of the firm? **07**

- Q.3** (a) How can the business-level strategies be used to position the firm relative to the five forces of competition in a way that helps the firm to earn above-average returns? **07**
- (b) Discuss the potential motives for the firm's decision to employ acquisition strategy for achieving strategic competitiveness. **07**

**OR**

- Q.3** (a) Discuss various restructuring strategies for the corporate along with their short-term and long-term outcomes. **07**
- (b) Evaluate each business level strategies in terms of their associated competitive risks. **07**
- Q.4** (a) Discuss the international corporate-level strategies. How do they differ from each other? **07**
- (b) What is corporate governance? Briefly describe the internal and external governance mechanisms used in modern corporations. **07**

**OR**

- Q.4** (a) Compare and contrast the operational controls and strategic controls. **07**
- (b) Describe the key strategic leadership actions required for the success of a strategic management process. **07**
- Q.5** (a) "Ethics and social responsibilities are very crucial factors to consider while formulating the corporate level strategies." – explain in detail with your views. **07**
- (b) How the pattern of organizational structural growth and its strategies are interrelated? Explain the reciprocal relationships between them. **07**

**OR**

- Q.5** (a) Discuss the effects of CEO succession and top management team composition on the strategy of the organization. **07**
- (b) How can the Balance Scorecards framework be implemented to achieve the expected performance? **07**

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