

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER-III • EXAMINATION – SUMMER • 2014****Subject Code: 2830001****Date: 20-05--2014****Subject Name: Strategic Management (SM)****Time: 14:30 pm – 17:30 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 Returns with suitable examples and figure. **07**
 (b) What are different levels of diversification firms can pursue by using different corporate level strategies? Discuss. **07**
- Q.2** (a) “ Firm’s relationships with customers are characterized by three dimensions.” Discuss these dimensions with suitable examples. **07**
 (b) Why is it important for a firm to study and understand external environment? Explain. **07**
- OR**
- (b) What are four criteria used to determine the firm’s capabilities are core competencies? Why is it important for these criteria be used? **07**
- Q.3** (a) “ Balance score card is an effective tool of organizational control “. Discuss. **07**
 (b) What trend exist regarding executive compensation? What is the effect of the increased use of long term incentives to executives on strategic decisions? **07**
- OR**
- Q.3** (a) How can corporate governance foster ethical strategic directions and behaviors on the part of managers as agents? Explain **07**
 (b) What is corporate governance? Why is governance necessary to control managers’ decisions? **07**
- Q.4** (a) What are traditions and emerging motives that cause firms to expand internationally? Explain in detail. **07**
 (b) “ Strategies and structure have reciprocal relationships “. Discuss validity of statement with suitable examples. **07**
- OR**
- Q.4** (a) Explain in detail primary problems that affect a firm’s efforts to successfully use an acquisition strategy. **07**
 (b) What is strategic leadership? In what ways are top executives considered important resources for an organization? Explain **07**
- Q.5** (a) What is value chain analysis? What does the firm gain when it successfully uses this tool? **07**
 (b) What are five modes of international strategies of expansion available and what is the normal sequence of their use?. **07**
- OR**
- Q.5** (a) What is organization culture? What most strategic leaders do to develop and sustain organization culture? **07**
 (b) Tata group is considered as highly socially responsible. Give five corporate social responsibility initiatives undertaken by any company belonging to Tata Group in recent years. **07**
