

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER-III • EXAMINATION – SUMMER • 2014

Subject Code: 830001**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) Who are stakeholders? What is their role in modern day organizations? **07**
 (b) How can organizations analyze their industry and competitors? **07**
- Q.2** (a) What is the use of value chain analysis? How does it become relevant to a firm? **07**
 (b) What are the four criteria used for sustainable competitive advantage? **07**
- OR**
- (b) Is it possible for an organization to pursue integrated cost leadership/ differentiation strategy? Discuss with the help of a relevant example. **07**
- Q.3** (a) How do organizations use market commonality and resource similarity? **07**
 (b) Write a short note on value-creating diversification strategies. **07**
- OR**
- Q.3** (a) Discuss the importance of restructuring in the current scenario. **07**
 (b) How do organizations choose international strategies like global, multi-domestic and transnational strategies? Which one is the best option? Why? **07**
- Q.4** (a) Why do organizations opt for cross-country strategic alliances? Discuss the pros and cons. **07**
 (b) What is the role of ownership concentration, board of directors, and executive compensation in the corporate governance of an organization? **07**
- OR**
- Q.4** (a) What is your view on the relationship between strategy and structure? **07**
 (b) What is the role of strategic leadership in managing a firm's resource portfolio? **07**
- Q.5** (a) How are invention, innovation, and imitation interrelated? What is their relationship with strategic entrepreneurship? **07**
 (b) Write a short note on balanced scorecard. **07**
- OR**
- Q.5** (a) Write a short note on the corporate governance scenario in India. **07**
 (b) Which model of above average returns works better, I/O model or RBV model? Why? **07**
