

GUJARAT TECHNOLOGICAL UNIVERSITY

M.B.A -IIIrd SEMESTER-EXAMINATION – MAY/JUNE- 2012

Subject code: 2830001

Date: 28/05/2012

Subject Name: Strategic Management

Time: 02:30 pm – 05:30 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) 'To sustain in the dynamic world, the business organization today require a well formulated business strategy.' Discuss this statement giving examples. What are the actions and approaches that identifies a company's strategy ? **07**
- (b) "As the business organizations today are becoming a source of money generation ,ethics and values are left in favour of profit." Deliberate on the statement in favour or against it. What are the four approaches in managing ethical conduct that a company must adopt? **07**

- Q.2** (a) Define the term Strategic Intent, Strategic Fit, Strategic Leverage and discuss it's relevance in Strategic management process **07**
- (b) As an aspiring entrepreneur you plan to open a restaurant .Do an external environment analysis of a location of your choice. **07**

OR

- (b) Define I/O model and explain the steps of it's process. As an Indian head of a multinational automobile manufacturing company how would you use this model to plan the strategies for next 5 years for your company in India. **07**

- Q.3** (a) Differentiate between vision and mission .Giving examples define the characteristics of a good vision and mission statement. **07**
- (b) Extrapolate the reasons for adoption of related and unrelated diversification. Discuss whether related or unrelated diversification is better for Indian companies in recent times. **07**

OR

- Q.3** (a) Define the term Strategic Group and describe the Strategic Group Mapping process with examples. **07**
- (b) Consider an organization of your choice (for eg.Red hat and Microsoft)and exemplify how innovative Business Model help it to compete with it's competitor. **07**

- Q.4** (a) Explain with examples Porter's Generic business strategies. **07**
- (b) Critically examine the role of strategic alliances for the growth of any organization. Explain the reasons that leads to the failure or fallout between the partners of the alliance (for eg. Hero and Honda or anyone of your choice.) **07**

OR

- Q.4** (a) With the help of Porter's Diamond model explain the growth of industrialization in a country of your choice. **07**
- (b) Describe the eight components of the strategy execution process? **07**

- Q.5** (a) “Corporate Social Responsibility activities helps in building an organization`s reputation and goodwill capital.” Discuss it giving examples of companies like TATA, GAIL, ESSAR or any other listed Indian company. **07**
- (b) Differentiate between strategic and operational control . Consider a corporate hospital or any service institution of your choice and suggest how a system of operational control will work in such institution. **07**

OR

- Q.5** (a) Describe ‘Blue ocean Strategy’ and give an example from the recent times. **07**
- (b) You have been asked by your organization to prepare a report on how a ‘Balance Scorecard’ approach will increase the effectiveness and efficiency of your organization. Prepare a report showing it to be better than the traditional approach. (You can make the required assumptions) **07**
