

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– III EXAMINATION – WINTER 2020****Subject Code:1539302****Date:01/01/2021****Subject Name:Global Strategic Management (SM)****Time:10:30 AM TO 12.30 PM****Total Marks: 47****Instructions:**

1. Attempt any **THREE** questions from Q1 to Q6.
2. Q7 is compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

Q. No.	Question Text and Description	Marks
Q.1 A	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) Strategy (b) Mission (c) Porter's Generic value chain	06
Q.1 B	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) Vertical Integration <hr/> (b) Multidomestic strategies <hr/> (c) Focussed Cost leadership strategy <hr/>	06
Q.2	(a) Define strategic management and describe different stages of strategies management.	06
	(b) In an IFE matrix, would it be advantageous to list your strengths and then your weakness, in order of decreasing "weight"? Why?	06
Q.3	(a) Develop a 2 * 2 * 2 * 2 * 2 QSPM for an organisation of your choice. (that is 2 strengths, 2 weakness, 2 threats, 2 opportunities and 2 strategies)	06
	(b) How would the application of the strategy formulation analytical framework differ from a small firm to a large firm?	06
Q.4	(a) Explain why organizational structure is so important in strategy implementation?	06
	(b) Explain with examples how to choose between a division by product and division by region organizational structure.	06
Q.5	(a) Describe the I/O model of above average returns with a diagram.	06
	(b) How do five forces of competition in an industry	06

affect its profit potential?

- Q.6** (a) Why has strategy evaluation become so important in international business today? **06**
(b) What are capabilities? How do firms create capabilities? **06**

Q.7 CASE STUDY:

Assume that there is a company which operates in a competitive industry in India. It is in the process of adopting a strategy of stability in current operations with related diversification through backward integration.

- (a) What should be the ideal mix of functional plans and policies? **5.5**
(b) Highlight the major features of each of the functional areas where plans and policies need to be formulated and implemented? **5.5**

OR

- (a) How should it ensure operational effectiveness in terms of productivity, process and people? **5.5**
(b) Identify the changes it should bring in its approach to operational effectiveness. **5.5**
