

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER III – EXAMINATION – WINTER 2019**Subject Code: 1539302****Date: 28/11/ 2019****Subject Name: Global Strategic Management****Time: 10.30am to 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** Explain the following terms. **14**
- (a) Environmental scanning
 - (b) Standard Cycle Markets
 - (c) Transnational Strategy
 - (d) Synergetic Strategic Alliance
 - (e) Mission Statement
 - (f) Strategic Position and Action Evaluation (SPACE) Matrix
 - (g) Divisional Structure by Process
- Q.2** (a) Define strategic management. Why has strategic management become so important in today's multinational corporations? **07**
- (b) Consider a company of your choice in cosmetic industry and discuss the strategic management process for this company. **07**
- OR**
- (b) Consider a company of your choice in automobile industry and discuss the strategic management process for this company. **07**
- Q.3** (a) Discuss various integration strategies with examples from global business. **07**
- (b) Carry out 5 forces analysis of an industry. What are the key competitive forces at work in this industry? **07**
- OR**
- Q.3** (a) Enlist different types of organization structures for strategy execution. Why is it important to change the way an organization is structured for the implementation of strategy? **07**
- (b) Construct an External Factor Evaluation (EFE) Matrix with 20 factors for an organization of your choice which deals in international business. **07**
- Q.4** (a) Discuss in detail the strategy evaluation process and the basic activities included in the process. **07**
- (b) With examples explain how are core competencies built? Explain the criterias of core competency, which converts it to capability for Sustainable Competitive Advantage? **07**
- OR**
- Q.4** (a) What are the three international corporate level strategies? How do they differ from one another? What factors lead to their development? **07**

- (b) Develop a 2 strengths, 2 weakness, 2 opportunities, 2 threats and 2 strategies Quantitative Strategic Planning Matrix (QSPM) for an organization of your choice in 6 clearly identified steps. You may assume the 2 strategies based on matching stage of strategy formulation analytical framework. **07**

Q.5

CASE STUDY:

‘COMPNET’ is a leading Indian technology company where Mr. Vandan Parikh is the CEO. COMPNET manufactures state of the art notebook computers with a versatility to use it also as a tablet. Within India COMPNET is a very successful brand because of its uniqueness, comparable prices and excellent after sales service.

A Japanese firm named TOKYO SYSTEMS wishes to form alliance with COMPNET. The proposed partnership would involve manufacturing a large portion of these notebook computers (tablets) in Japan using the factories and employees of TOKYO SYSTEMS. This partner insists on using its factories at Japan because they have a worldwide reputation for manufacturing quality products.

- (a) What are some of the benefits and risk that Mr. Vandan Parikh faces in this relationship as CEO of the leading technology company COMPNET? **07**
- (b) How would he manage the relationship over the long term? **07**

OR

- Q.5** (a) Does manufacturing in Japan make a difference to COMPNET’s long term competitive advantage? Why? **07**
- (b) What are some of the key issue(s) Mr. Vandan Parikh needs to think about when entering this alliance? **07**
