

SVKM's NMIMS

School of Distance Learning

Programme: DBM/PGDBM/DMM/PGDMM/DFM/

PGDFM/DHRM/PGDHRM

Academic Year: 2011-2012

Semester III

Subject: Advanced Strategic Management

Marks: 70

Time: 3.00 p.m to 6.00 p.m

Date: 2.1.2012

Course old

Duration: 3 Hours

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. All 4 questions to be attempted.
2. All sub-questions carry equal marks.
3. Answer to each new question to be started on a fresh page.
4. Figure in brackets indicate full marks.

Q1. Attempt any 2 out of 4

(Marks: 10)

- a. What are the major attributes of creating an Effective Board?
- b. What is strategic control? How is it different from operational control?
- c. Explain how does knowledge Management enhance the competitiveness of a firm?
- d. What is Corporate Accountability?

Q2. Write Short notes on any 2 out of 5

(Marks: 10)

- a. Components of Corporate Strategy
- b. Corporate Governance
- c. Strategies for entering in foreign markets
- d. Market structures and pricing strategies
- e. Business and Ethics

Q3. Attempt any 3 out of 5

(Marks: 30)

- a. How does IT improve innovative capacity and performance of a firm? Illustrate this with an example.
- b. How is corporate policy formulated? Describe with the help of a diagram.
- c. What are the characteristics of a dynamic environment? List some industries which are facing this situation and describe the features of the environment in which they operate.
- d. Discuss the various steps involved in development of R&D strategy. Explain with suitable examples.
- e. Why is the need for Corporate Governance felt? Give a brief historical account of corporate governance in India. What measures, you think, need to be taken further to strengthen corporate governance in India in the light of recent experience?

Q4. Answer the following question

(Marks: 20)

- a. Explain the concept of creativity/innovation? How does creativity contribute to the success of an organization? Give an example of a creative organization in the Indian context.
- b. Discuss strategy for sustainable competitive advantage in the monopolistic competitive market. Explain with suitable examples.