

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 4

P A R T - A

(Answer ANY TWO questions from this part)

1. (a) Attempt **any two** of the following :

- (i) Describe salient features of strategy in the light of launch of Nano car by Tata Motors Ltd.
- (ii) "The more important the decision, the less quantifiable it is and the more we will have to rely on the options of others and our own best judgment." Explain.
- (iii) "SWOT analysis is a strategic planning tool." Discuss.
- (iv) In the process of strategic change, managers face the problem of resistance to change. Discuss the factors responsible for individual resistance.

(5 marks each)

(b) Enumerate the steps involved in logical sequence in respect of **any two** of the following :

- (i) BCG Matrix
- (ii) Strategic programming
- (iii) Benchmarking process.

(5 marks each)

2. (a) State, with reasons in brief, whether the following statements are correct or incorrect :

- (i) Leadership is not confined just to the CEO or the top level of the organisation.
- (ii) Environmental analysis consists of external analysis.
- (iii) Strategies for global business do not differ from domestic business.
- (iv) Mission is a statement which distinguishes the organisation from others.
- (v) Defensive types of strategies do not include retrenchment.
- (vi) Vision is not a mental perception of the environment an organisation wants to create.

(2 marks each)

- (b) Calculate 'economic value added' (EVA) from the following data :

Particulars	Rs. in Crores
Turnover	1,000
Cost of production	600
Average cost of capital :	
Debt (Long+Medium+Short Term)	200
Equity	100

Income-tax is @ 30%. Net operating profit after tax is 20%.

(8 marks)

3. (a) Risk management has become prime concern and acquired added significance after the global financial crisis and corporate frauds. The operations of your company are global and attract various types of risks and uncertainties. Prepare a note on risk management process for submission to the Managing Director of your company.

(12 marks)

- (b) Write short notes on **any two** of the following :

- (i) Strategic decision-making
- (ii) Steps involved in business process re-engineering (BPR)
- (iii) Integration strategies.

(4 marks each)

P A R T - B

(Answer ANY ONE question from this part.)

4. (a) Briefly explain the concept of 'strategic alliance', its forms and principles for its success.

(8 marks)

- (b) The Board of directors of your company has forwarded you the proposed foreign technical collaboration agreement for scrutiny and comments. There are clauses in the agreement putting restrictions on use of technical know-how after the expiry of the agreement; further research and development of technical know-how after the expiry of the agreement; sharing of technical know-how with any other Indian company; sale of goods outside assigned territory and price-fixation. Examine the agreement and pinpoint restrictive clauses and their effect on interests of your company in particular and Indian industry in general.

(8 marks)

- (c) Explain briefly 'equity joint venture' and 'contractual joint venture'.

(4 marks)

5. (a) Your company is negotiating an international joint venture with a company registered in Italy for the manufacture of fuel efficient engine for a small car. As a Company Secretary, prepare a note for the consideration of the Managing Director –
- (i) giving the best method of resolution of disputes in international joint ventures; and
- (8 marks)
- (ii) drafting of arbitration clause nominating the London Court of International Arbitration for resolution of disputes between the parties.
- (8 marks)
- (b) State the steps involved in the process of integrating alliances into corporate strategy.
- (4 marks)

P A R T – C

(Answer ANY TWO questions from this part.)

6. Read the following passage and answer the questions given at the end :
- India has imposed anti-dumping duties on imports of compact discs recordables (CDRs) from China, Hong Kong, Singapore and Chinese Taipei. The move is expected to give some relief to domestic producers of CDRs. The Central Board of Excise and Customs (CBEC) had notified the imposition of anti-dumping duty in the range of \$0.050 to \$0.099 per piece.
- Imposition of duty is expected to level the field for domestic players. The domestic industry had petitioned the government against such imports as these were eroding their margins.
- The designated authority – Director General of Anti-Dumping (DGAD) had made a recommendation to the CBEC in this regard. The authority, in its final findings, had concluded that the CDRs had entered Indian market from the identified countries at price less than their normal value in the domestic market.
- "The domestic industry had suffered material injury and the injury has been caused to the domestic industry both by volume and price effect of dumped imports of subjected goods originating in or exported from the subject countries", it had said.
- The authority maintained that dumping margins of the CDRs imported from these countries were substantial and above the *de minimis* and recommended imposition of definitive anti-dumping duties.
- Answer the following questions –
- (i) What is dumping ? Illustrate.

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- (ii) How did DGAD come to the conclusion of dumping of CDRs ?
- (iii) Under what conditions DGAD would have suspended the investigations ?
- (iv) With whom the appeal against the order of DGAD may be filed and in how many days ?

(5 marks each)

7. (a) Describe the time-frame for different stages of dispute settlement under the WTO .

(8 marks)

- (b) Write short notes on **any three** of the following :
- (i) Objectives of ASEAN
 - (ii) Rules of origin criteria
 - (iii) Distortion of trade
 - (iv) Non-tariff barriers.

(4 marks each)

- 8 (a) State, with reasons in brief, whether the following statements are correct or incorrect :

- (i) The World Trade Organisation (WTO) is a simple extension of GATT.
- (ii) SAPTA is a free trade agreement between South Asian Countries.
- (iii) Most favoured nation (MFN) concept means some kind of special treatment for one particular country.
- (iv) The word 'plurilateral' in the context of the WTO means plurality of agreements.
- (v) 'Champagne' a term associated with wine produced in a certain region of France can be made in India and exported as 'Champagne'.

(2 marks each)

- (b) "Subsidies and countervailing measures (SCM) agreement creates three basic categories of subsidies." Explain.

(6 marks)

- (c) What are the objectives of South Asian Association for Regional Co-operation (SAARC) ?

(4 marks)

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