

Strategic Management, Alliances and International Trade

375

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 4

PART — A

(Answer ANY TWO questions from this part.)

1. (a) Explain the various phases of 'strategic management process'.
(8 marks)
- (b) "Weaknesses must be compared with strengths for internal analysis." Explain the statement giving a suitable example.
(8 marks)
- (c) "Strategic planning is different from operational planning." Discuss.
(4 marks)
2. (a) "McKinsey framework shows that there is a multiplicity of factors that influence an organisation's ability to change." Discuss.
(10 marks)
- (b) What are the different responsibility centres evolved for measuring divisional performance ? Elaborate.
(10 marks)
3. (a) Explain the various strategies followed at various stages of product life cycle.
(5 marks)
- (b) Explain benchmarking process with an example.
(5 marks)
- (c) Discuss in detail the reasons that prompt the companies for doing business globally.
(5 marks)
- (d) Explain how a GAP analysis guides the choice of an appropriate strategy.
(5 marks)

PART — B

(Answer ANY ONE question from this part.)

4. In an inter-dependent world, every company is required to work in co-operation with others if it wants to compete in the global market. Alliance between companies has become a crucial weapon in the battle for competitive advantage. In this context, briefly describe the following :
- (i) Characteristics of strategic alliances.
 - (ii) Need for alliances.
 - (iii) Advantages of alliances.
 - (iv) Types of strategic alliances.
 - (v) Cross-cultural alliances.
- (4 marks each)*
5. (a) Discuss the factors that should be kept in mind while drafting a foreign collaboration agreement.
- (10 marks)*
- (b) Enumerate the methods of funding for investment in an overseas joint venture/wholly owned subsidiary.
- (10 marks)*

PART — C

(Answer ANY TWO questions from this part.)

6. (a) Explain the theory of comparative advantage.
- (5 marks)*
- (b) State the major outcome of WTO Doha Ministerial Conference.
- (5 marks)*
- (c) Discuss the salient features of Singapore Ministerial Declaration on trade in information technology products.
- (5 marks)*
- (d) What do you mean by the term 'dumping' ? Explain various types of dumping.
- (5 marks)*

: 3 :

7. (a) The Dispute Settlement Understanding (DSU) is often seen as one of the most important achievements in the World Trade Organisation (WTO) agreement. Match the following with the approximate target period for each stage of dispute settlement procedure :

- | | |
|---|--------------|
| (i) Panel set-up and panelists appointment | (a) 60 Days |
| (ii) Final panel report to WTO members | (b) 45 Days |
| (iii) Consultations, mediation, <i>etc.</i> | (c) 6 Months |
| (iv) Final panel report to parties | (d) 3 Weeks |
| (v) Dispute settlement body adopts appeals report
(if no appeal) | (e) 60 Days. |

(1 mark each)

(b) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :

- (i) _____ duties have been described as ‘a curious hybrid of tariff ideas and price discrimination theories of anti-trust laws’.
- (ii) _____ is broadly defined as exporting at price below those charged in the domestic market or at a price insufficient to cover the cost of goods sold.
- (iii) _____ means placing home and foreign producers on an equal level with regard to artificial conditions of production caused by foreign bounties, but not interfering with natural comparative advantage.
- (iv) _____ is the comparable price at which the goods under complaint are sold, in ordinary course of trade, in the domestic market of the exporting country or territory.
- (v) _____ refers to the difference between normal value of the like article and export price of the product under consideration.

(1 mark each)

(c) State, with reasons in brief, whether the following statements are true or false :

- (i) Mercantilist writers argued that a key objective of trade should be to promote a favourable balance of trade.

- (ii) According to Adam Smith, division of labour was not limited by the extent of market.
- (iii) Comparative advantage states that a less developed country that lacks an absolute advantage in any good can still engage in mutually beneficial trade.
- (iv) The Association of South East Asian Nations (ASEAN) was established on 8th August, 1967 in Bangkok by six original members.
- (v) The Uruguay Round was largest trade negotiation ever and most probably the largest negotiation of any kind in international trade history.

(1 mark each)

- (d) Write a note on institutional arrangement in India for anti-dumping, anti-subsidy and safeguard against unfair trade practices.

(5 marks)

8. (a) Explain the process of 'dumping investigation'.

(5 marks)

- (b) Describe the types of 'specificity' that comes within the ambit of SCM agreement. Give examples to substantiate your answer.

(5 marks)

- (c) Explain the circumstances under which anti-dumping duties can be levied retrospectively.

(5 marks)

- (d) What are 'rules of origin' and why are they considered to be an essential part of trade rules ?

(5 marks)