

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) State, with reasons in brief, whether the following statements are true or false :
- (i) Strategic planning is a short range activity.
  - (ii) Organisational development (OD) efforts are short-term, planned and have a systematic approach to change approved by top-management.
  - (iii) Environmental analysis consists only of external analysis.
  - (iv) McKinsey framework shows that there is a single factor which influences an organisation's ability to change.
  - (v) Coverage ratio refers to a firm's ability to service debt which involves interest or premium payment.
- (1 mark each)
- (b) Briefly explain the following :
- (i) Expense centres
  - (ii) Information needs at middle level management
  - (iii) Strategic group mapping
  - (iv) Internal control questionnaire
  - (v) Major characteristics of risk management.
- (2 marks each)
- (c) State the three aspects in which the GE/McKinsey matrix is better and more advanced as compared to the BCG matrix. Explain with the help of relevant diagram.
- (5 marks)

2. (a) Explain the popular forecasting techniques used by business strategists to forecast the environment within which formulation and implementation of future goals and action plans takes place. (10 marks)
- (b) What are the interrelated components of risk management process ? (5 marks)
- (c) What are the constraints in operating a management information system ? (5 marks)
3. Differentiate between the following :
- (a) 'Business-level strategy' and 'functional-level strategy'.  
(b) 'Individual-level resistance' and 'group-level resistance'.  
(c) 'Financial control' and 'administrative control'.  
(d) 'Benchmarking' and 'strategic audit'. (5 marks each)

**PART — B**

*(Answer ANY ONE question from this part.)*

4. Read the passage and answer the questions that follow :

Tata group company-Infiniti Retail Ltd., which operates consumer durables and information technology (IT) retail chain, Croma and Snapdeal.com announced a strategic partnership through which goods available at Croma stores will be made available for purchase through Snapdeal.com. As part of this partnership, Croma and Snapdeal.com will jointly work towards market development initiatives and collaborate on customer and vendor outreach programmes and category development. Both brands will also look at exclusive launches. Croma and Snapdeal.com have already launched Lenovo tablets exclusively on the platform and announced special offers on the Karbon Titanium S10 mobile phone.

Questions —

- (a) Identify different type of alliances. (5 marks)
- (b) What are the characteristics of the strategic alliance ? (5 marks)
- (c) What are the likely advantages of strategic alliance between Croma and Snapdeal.com ? (5 marks)
- (d) What are the key success factors for managing the alliance effectively ? (5 marks)

5. Write notes on the following :

- (a) Restrictive trade practices of tying arrangements
- (b) Arbitration clause
- (c) Indian joint ventures abroad
- (d) Overseas investment by a registered trust.

(5 marks each)

**PART — C**

*(Answer ANY TWO questions from this part.)*

6. (a) Discuss the importance of Ministerial Conferences under the WTO system. (10 marks)
- (b) Discuss the procedure for anti-dumping investigation. (10 marks)
7. (a) What are the basic principles underlying the South Asian Preferential Trading Area (SAPTA) ? (5 marks)
- (b) Write a note on the European Union (EU)/European Community (EC). (5 marks)

- (c) Explain the time schedule to settle a dispute under the WTO dispute settlement process.  
(5 marks)
- (d) State five major issues of the WTO agreement on Trade-Related aspects of Intellectual Property Rights (TRIPS).  
(5 marks)
8. (a) Explain the concept of non-actionable subsidies in relation to the subsidies and countervailing measures (SCM) agreement.  
(5 marks)
- (b) What are the purposes of anti-dumping action in international trade ?  
(5 marks)
- (c) Explain the 'three boxes' classification of subsidies under the WTO.  
(5 marks)
- (d) Explain 'specificity'. State the different types of specificity that come within the ambit of subsidies and countervailing measures (SCM) agreement.  
(5 marks)