

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 : 3

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) Strategies are always the outcome of rational planning.
 - (ii) 'Corporate vision' is the same as 'corporate mission'.
 - (iii) Human capital includes predominantly explicit knowledge while knowledge capital includes implicit knowledge.
 - (iv) 'Stars' are the products which have a high growth market standing and a high industry growth potential.
 - (v) McKinsey framework shows that there is a multiplicity of factors which influence an organisation's ability to change.

(2 marks each)
- (b) Define the following terms :
 - (i) Corporate level action plans
 - (ii) Knowledge management
 - (iii) Impact analysis
 - (iv) Focus strategies
 - (v) Environmental scanning analysis.

(2 marks each)
2. (a) "Strategic decision making is the core of management." In the light of this statement explain in brief, various types of decision models that focus on factors peculiar to the individual decision maker.

(8 marks)
- (b) Distinguish between the following :
 - (i) 'Market value added (MVA)' and 'economic value added (EVA)'.
 - (ii) 'Data processing' and 'management information system (MIS)'.
 - (iii) 'Values' and 'ethics'.

(4 marks each)

3. (a) Write a note on 'strategic audit'.
(4 marks)
- (b) Discuss enterprise resource planning (ERP) systems.
(4 marks)
- (c) Differentiate between 'internal check' and 'internal audit'.
(4 marks)
- (d) Explain the strategies for risk mitigation.
(8 marks)

PART—B

(Answer ANY ONE question from this part.)

4. (a) Define the term 'strategic alliance'. Mention different forms of strategic alliance. What are the key success factors to be kept in mind while managing a strategic alliance ?
(10 marks)
- (b) What are the problems faced by the recipient companies in a foreign technology transfer agreement ?
(4 marks)
- (c) State the important clauses which should be incorporated in the foreign collaboration agreement ?
(6 marks)
5. Write notes on the following :
- (i) Cross-cultural alliances
 - (ii) Foreign direct investment (FDI) in India
 - (iii) Modes of joint venture
 - (iv) Methods of funding in an overseas joint venture.
(5 marks each)

: 3 :

PART — C*(Answer ANY TWO questions from this part.)*

6. Write notes on the following :

- (i) Favourable balance of trade
- (ii) Countervailing duties
- (iii) Most Favoured Nation (MFN)
- (iv) World Intellectual Property Organisation (WIPO).

(5 marks each)

7. (a) Doha declaration was in favour of the developing countries. Discuss.

(10 marks)

(b) Discuss the major issues analysed at the Geneva Ministerial Conference, 2009.

(10 marks)

8. Write critical notes on *any four* of the following :

- (i) Anti-dumping and Indian law
- (ii) Non-actionable subsidies
- (iii) WTO dispute settlement mechanism
- (iv) Three boxes in agriculture agreement
- (v) Tariff and non-tariff barriers.

(5 marks each)

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