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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) SWOT analysis is not a strategic planning tool in a business venture.
 - (ii) Knowledge capital includes implicit knowledge.
 - (iii) Vision and sense of future are inherent parts of strategic management.
 - (iv) EVA measures the share market and MVA measures the corporate and divisional performance.
 - (v) Risk management refers to identification of opportunities only.

(2 marks each)
- (b) Briefly explain the following :
 - (i) Impact of management information system (MIS) on corporate management
 - (ii) Operational planning
 - (iii) Flow charts
 - (iv) Business process re-engineering
 - (v) Hedging risk.

(2 marks each)
2. (a) What are the limitations of functional structure of organisations ?

(5 marks)
- (b) Explain the process of benchmarking of performance with an illustration.

(5 marks)
- (c) What are the characteristics of strategic planning ?

(5 marks)
- (d) State the reasons that prompt organisations to undertake business globally.

(5 marks)

3. (a) "The traditional role of the risk manager as corporate steward is evolving as organisations face an increasingly complex and competitive business environment." Do you agree ? Give reasons in brief. (6 marks)
- (b) What distinct benefits can an organisation expect from enterprise resource planning (ERP) ? (8 marks)
- (c) Explain how GAP analysis can be used to develop the transformation programme for a telecom multinational corporation. (6 marks)

PART — B

(Answer ANY ONE question from this part.)

4. (a) What are the benefits that an established multinational corporation such as Starbucks derive by choosing strategic alliance with Tata Global Beverages Ltd. as a strategic option for entry into the Indian coffee market ? (5 marks)
- (b) Identify types of strategic alliance. (5 marks)
- (c) What are the determinants of a successful strategic alliance ? Explain. (5 marks)
- (d) "Alliances between companies have become a crucial weapon in the battle for competitive advantage". Comment. (5 marks)
5. (a) State the problems that are faced while technology is being transferred between two countries. (10 marks)
- (b) Discuss the factors that should be kept in mind, while drafting a foreign collaboration agreement. (10 marks)

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

6. (a) How is WTO different from GATT ?
(b) Why was SAFTA created ?
(c) What are the basic principles of GATS ?
(d) Write a note on 'anti-dumping actions'.
(e) "Injury analysis can be broadly classified into two categories." Elucidate.
(4 marks each)
7. (a) What is the role of the Director General of WTO in dispute settlement ? Explain.
(5 marks)
(b) What are the different kinds of intellectual property rights protected by TRIPS ?
(5 marks)
(c) How long does the countervailing duty remain in force ? Explain the process of review of countervailing duties.
(10 marks)
8. (a) What do you understand by the term 'specificity' within the meaning of subsidies and countervailing measures (SCM) agreement ? What are the different types of 'specificity' that the agreement covers ?
(5 marks)
(b) State in brief the significance of anti-dumping measures in India in the context of lifting of quantitative restrictions.
(5 marks)
(c) "The concept of nullification or impairment of benefits is central to dispute settlement under WTO." Discuss.
(10 marks)

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