

**DEPARTMENT OF MANAGEMENT STUDIES**

**QUESTION BANK**

**III SEMESTER**

**BA 5302 STRATEGIC MANAGEMENT**

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*Prepared by*

**Mrs. V. Selva Lakshmi Assistant Professor (O.G) / MBA**

**Mr. C.Dilip Assistant Professor (S.G) / MBA**

## DEPARTMENT OF MANAGEMENT STUDIES QUESTION BANK

**SUBJECT : STRATEGIC MANAGEMENT,**

**SEM / YEAR : III Semester / II Year**

### UNIT I STRATEGY AND PROCESS

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in – Vision, Mission and Purpose – definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

Q.NO	PART - A	BT LEVEL	COMPETENCE
1	What is 'Strategic Management'?	BTL 1	Remembering
2	What is strategy? Differentiate strategy and tactics?	BTL 2	Understanding
3	Identify the various features of a strategy.	BTL 3	Applying
4	Classify the different types of strategies.	BTL 4	Analysing
5	Discuss the concept of strategic intent.	BTL 5	Evaluating
6	Interpret planned and reactive strategies.	BTL 6	Creating
7	What is meant by Corporate Governance?	BTL 1	Remembering
8	Compare strategic fit and leverage.	BTL 2	Understanding
9	Show your understanding towards environmental scanning.	BTL 3	Applying
10	Classify planning. (Tactical planning, operational planning)	BTL 4	Analysing
11	How is ethics related to the strategic management?	BTL 5	Evaluating
12	State the major objectives of a .	BTL 6	Creating
13	What is CSR?	BTL 1	Remembering
14	Explain corporate governance.	BTL 2	Understanding
15	What are strategic unit and strategic area?	BTL 3	Applying
16	Give an example of mission statement	BTL 4	Analysing
17	Define a stretch situation.	BTL 1	Remembering
18	Distinguish Goals and objectives	BTL 2	Understanding
19	What is clause 49/ auditors certificate on governance?	BTL 1	Remembering
20	List out the different levels of strategic management.	BTL 1	Remembering

<b>PART B</b>			
<b>Q.NO</b>	<b>QUESTIONS</b>	<b>BT LEVEL</b>	<b>COMPETENCE</b>
1	List the different levels of strategies with examples.	BTL 1	Remembering
2	Explain in detail about the components of strategic management process.(13Marks)	BTL 2	Understanding
3	Why is strategic planning necessary? Discuss the steps involved in strategic planning process.(8 Marks)	BTL 3	Applying
4	i) As a corporate planner of a large MNC, how would you plan the environment or the different units located at different places and belonging to different industries?(7Marks)  ii) List down the different types of environment.(6Marks)	BTL 4	Analysing
5	Elaborate corporate governance in Indian industry. List the significance of corporate governance.	BTL 5	Evaluating
6	Describe the steps in strategic process (13 Marks)	BTL 6	Creating
7	i) Why vision and mission statements are important in strategic management?(7Marks)  ii) List out two vision and mission statements.(6Marks)	BTL 1	Remembering
8	Explain strategic formulation process and various stages of strategic formulation.	BTL 2	Understanding
9	i) How would you show your understanding towards CSR scenario in Indian industry?(7Marks)  ii) Can you make a distinction between goals and objectives? (6 Marks)	BTL 3	Applying
10	i) Define corporate social responsibility. (4Marks)  ii) Define the categories of socially responsible behavior.(9 Marks)	BTL 4	Analysing

11	influence and major interest in the .	BTL 1	Remembering
12	Discuss the strengths and weakness of formal strategic planning. Explain the benefits of strategic planning.	BTL 1	Remembering
13	i) How might a company configure its strategy making process to reduce agency problem that potentially exists between stock holders and managers?(7 Marks) ii) Explain any one strategy of any organization.(6Marks)	BTL 2	Understanding
14	Define the relationship existing between corporate governance and social responsibility. List down the different types of social responsibility.	BTL 4	Analysing

### PART - C

1. Several campaigns and demonstrations followed the publication of a report issued by the Indian NGO Centre for Science and Environment (CSE) in 2003. The report provided evidence of the presence of pesticides, to a level exceeding European standards,<sup>25</sup> in a sample of a dozen Coca-Cola and PepsiCo beverages sold in India.<sup>26</sup> With that evidence at hand, the CSE called on the Indian government to implement legally enforceable water standards. The report gained ample public and media attention, resulting in almost immediate effects on Coca-Cola revenues. The main allegations made by the NGO against Coca-Cola were that it sold products containing unacceptable levels of pesticides, it extracted large amounts of groundwater and it had polluted water sources.<sup>27</sup> Regarding the allegation about Coca-Cola beverages containing high levels of pesticide residues, the Indian government undertook various investigations. The government set up a Joint Committee<sup>28</sup> to carry out its own tests on the beverages. The tests also found the presence of pesticides that failed to meet European standards, but they were still considered safe under local standards. Therefore, it was concluded that Coca-Cola had not violated any national laws but Coca-Cola was also accused of causing water shortages in – among other areas – the community of Plachimada in Kerala, southern India.

#### QUESTIONS:

- Do you think is the coco-cola socially responsible company?
  - How can coco-cola regain its market?
2. Apple has considered the GRI G3.1 indices relating to the economy, the environment, human rights, society and labour for its publication on Governance, Product Environmental Reports, Recycling and Facilities Environmental Report and Supplier Responsibility. For Supplier Responsibility, Apple, for example, has taken into account the indicator which reports on measures it has taken to contribute to the elimination of child labour. With regard

to Product Environmental Reports, Apple has used the EN26 performance indicator,<sup>115</sup> and sets out initiatives to lessen the environmental impact of its products. Apple designs its products with the aim of being as energy efficient as possible, and it is the only company that can claim all electronic goods are Energy Star qualified.<sup>116</sup> Apple's products have become more powerful while, at the same time, fewer materials are used and fewer carbon emissions are generated. Almost all of Apple's products are outsourced for manufacturing overseas. But the limited transparency of Apple's supplier sustainability policy has often been criticized in the media. In February 2010 Apple also turned down two shareholders' sustainability proposals to establish a sustainability report on Apple's environmental policies and the impact that climate change has on the company. The other proposal was to establish a board of directors' sustainability committee. A well-known conflict involving Apple's suppliers is the suicides at Foxconn. It is the largest contracted electronics manufacturer in the world, with dealings involving Dell and Sony. Foxconn is the manufacturer of iPhones and iPads and employs over 900,000 workers, of whom 420,000 employees work at the Foxconn Shenzhen plant. This plant covers 15 factories, including dormitories, a hospital, a bank, a grocery store and restaurants. The workers live and work inside the complex. In 2006 the Chinese local press reported on the excessively long working hours and the discrimination of mainland Chinese workers by Taiwanese superiors. In May 2010 several media sources reported several cases of suicide at Foxconn. From 2009 to 2010 a total of 13 workers had committed suicide. The first worker, Sun Danyong, committed suicide after he had been interrogated on the loss of an iPhone 4 prototype that he had in his possession. When the former CEO Steve Jobs was asked about the suicides at Foxconn, he responded: „Foxconn is not a sweatshop. Comment on the above case study and give your viewpoints in it.

3. Provide an example for a strategic management process

4. Dr. Sukumar inherited his father's Dey's Lab in Delhi in 1995. Till 2002, he owned 4 labs in the National Capital Region (NCR). His ambition was to turn it into a National chain. The number increased to 7 in 2003 across the country, including the acquisition of Platinum lab in Mumbai. The number is likely to go to 50 within 2-3 years from 21 at present. Infusion of Rs.28 crores for a 26% stake by Pharma Capital has its growth strategy. The lab with a revenue of Rs.75 crores is among top three Pathological labs in India with Atlantic (Rs.77 crores) and Pacific (Rs.55 crores). Yet its market share is only 2% of Rs.3,500 crores market. The top 3 firms command only 6% as against 40- 45% by their counterparts in the USA. There are about 20,000 to 1,00,000 stand alone labs engaged in routine pathological in India, with no system of mandatory licensing and registration. That is why Dr. Sukumar has not gone for acquisition or joint ventures. He does not find many existing laboratories meeting quality standards. His six labs have been accredited nationally whereon many large hospitals have not thought of accreditation. The of American Pathologists accreditation of Dey's lab would help it to reach clients outside India. In Dey's Lab, the bio- chemistry and blood testing equipments are sanitized every day. The bar coding and automated registration of patients do not allow any identity mix-ups. Even routing tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1640 variety of tests. Same day reports are available for samples reaching by 3 p.m. and by 7 a.m. next day for samples from 500 collection centres located across the country. Their technicians work round the clock, unlike competitors. Home services for collection and reporting is also available. There is a huge unutilized capacity. Now it is trying to open other

segments. 20% of tis total comes through its main laboratory which acts as a reference lab for many leading hospitals. New mega labs are being built to encash preclinical and multi – centre clinical trails questions.

1. What do you understand by them Vision? What is the difference between,, Vision “and,, Mission”?
2. What vision Dr.Sukumar has at the time of inheritance of Dey’s lab? Has it been achieved? (8 Marks)
3. For growth what strategy has been adopted by Dr. Sukumar? (2Marks)

## UNIT II COMPETITIVE ADVANTAGE

External Environment –Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

Q.NO	PART - A	BT LEVEL	COMPETENCE
1	What is competitive advantage?	BTL 1	Remembering
2	What are distinctive competencies of a ?	BTL 2	Understanding
3	Identify the 7 s in McKinsey frame work.	BTL 3	Applying
4	List elements of Porter’s Five Forces.	BTL 4	Analysing
5	What is environmental scanning?	BTL 5	Evaluating
6	Highlight the advantages of national competitive advantage?	BTL 6	Creating
7	What is SWOT analysis?	BTL 1	Remembering
8	Explain differentiation strategy	BTL 2	Understanding
9	How do political, social and technological factors in the environment affect strategic planning?	BTL 3	Applying
10	Examine the term distinctive competitive advantage	BTL 4	Analysing
11	Discuss the meaning of strategic myopia?	BTL 5	Evaluating
12	Explain globalization and industry structure.	BTL 6	Creating
13	Define ‘environment’	BTL 1	Remembering

14	Differentiate internal and external environment and its entities.	BTL 2	Understanding
15	How would you show your understanding towards cost leadership strategies?	BTL 3	Applying
16	How does a firm acquire competitive cost advantage?	BTL 4	Analysing
17	What is ETOP, PEST and SAP?	BTL 1	Remembering
18	Differentiate level with corporate level strategy.	BTL 2	Understanding
19	Indicate the stages in an industry life-cycle.	BTL 4	Remembering
20	Differentiate resources and capability.	BTL 1	Remembering

Q.NO	PART - B	BTLEVEL	COMPETENCE
1	Discuss the porter's Five Force Model used in external environmental analysis.	BTL 1	Remembering
2	i) Explain the internal environment's influencing strategies. (7Marks) ii) Explain the external environment's influencing strategies. (6 Marks)	BTL 2	Understanding
3	i) Define strategic management. (4Marks) i) Identify and discuss the effects of globalization on strategic management. (9 Marks)	BTL 3	Applying
4	i) Describe the determinants of national competitive advantage (Porter model). (6Marks) ii) What are the three generic strategies or four generic strategies? (7 Marks)	BTL 4	Analysing
5	Explain the components of internal environment analysis.	BTL 5	Evaluating
6	Highlight the various factors pertaining to India's Competitive advantage with appropriate examples.	BTL 6	Creating
7	i) Explain the steps of industry life cycle analysis. (7 Marks) ii) Give an industry analysis report for consumer durable industry. Discuss five forces forth same industry. (6 Marks)	BTL 1	Remembering
8	What is competitive advantage? Discuss about the generic building blocks of competitive advantage.	BTL 2	Understanding



9	i) How would you show your understanding of durability of competitive advantage?(7 Marks) ii) How competitive advantage helps in differentiating the organization Recall the causes of failure of competitive advantage? (6 Marks)	BTL 3	Applying
10	i) Inertia (5Marks) ii) Prior strategic commitment( 4Marks) iii) Icarus Paradox(4Marks)	BTL 4	Analysing
11	Discuss the following components of generic building blocks of competitive advantage.(7Marks) i) Superior innovation and superior quality ii) Superior efficiency and superior customer responsiveness. (6 Marks)	BTL 1	Remembering
12	i) Can you explain the factors influencing competitive advantage? (7Marks) ii) Summarize how a positioning of a firm can be achieved?(6 Marks)	BTL 1	Remembering
13	i) Analyze the concept of Micheal porter's generic blocks? (9Marks) ii) Analyze the concept of core competency? (4Marks)	BTL 2	Understanding
14	Recall the following concepts to avoid failure and sustain competitive advantage? i) Focus on building blocks of competitive advantage(3 Marks) ii) Institute continuous improvement and learning(3Marks) iii) Track the best industrial practices(3Marks) iv) Overcome inertia(4 Marks)	BTL 4	Analysing

### PART – C

1. Perform an external environment analysis using Porters five force model in the purview of an automobile company.
2. Taking a firm of your choice, explain how competitive advantage is developed and sustained over a long period of time.
3. The Icarus paradox is based on the Greek myth of Icarus, who made himself a pair of wings from wax and feathers and then flew so well that he went too close to the sun, which melted the wings, and he plunged to his death. The paradox suggests that his greatest asset, his ability to fly, gave rise to his demise. Many successful companies become so dazzled by their own early success that they believe that operate in the same way will lead to future success. This attitude, finally leads a company to become so specialized and inner-directed that it loses sight of market realities .Sooner or later failure mustensue.Here a typical example is the DEC Company. By 1990, DEC's superiority in producing high quality VAX minicomputers made it one of the largest corporations in the world However, the company's success carried the seeds of its destruction. An increasingly narrow focus on engineering capability led to a neglect of other functions, such as marketing, servicing and so on. The firm became dull to the dynamic customer needs and industry conditions. Then DEC went through a terrible change of fortune in the early 1990s, and finally was acquired by Compaq in 1998. (Compaq was



acquired by Hewlett Packard in 2001.)

- Explain the concept of Icarus Paradox.
  - Analyze what is the reason behind the failure of DECC Company.
4. Everyone was made to wear identical shirts to work, with the Pepsi logo emblazoned on the pockets, right across their hearts. There were no „bosses“ or „sirs“. Suman would be addressed as Suman by the entire team. In every visit to the market, in every conference Suman would make sure that he projected salesman as the real heroes of PepsiCo. Even the television commercials showed salesman doing everything possible for the company. Everyone including the truck drivers was made to believe that he/she is out on a battle ready to kill the enemy Coke. People say that is what made Pepsi win the battle in India against Coke. In fact, if you stopped a Pepsi truck and asked the salesman what he was doing, chances would be high that he would say he is helping Pepsi win the Cola war. Not just selling Pepsi. Remember what the then President of America, John F Kennedy was greeted with when he posed a question to the janitor working at the Kennedy Space Centre, Florida, „what do you do here?“ She replied “I am helping America put a man on the moon!” And that is what is called as Vision sharing. When employees share the vision, they can scale new heights continually and put the company on top of the world, quite easily. Questions:
- a) How PepsiCo India did have won the war with Coke?
  - b) What kind of strategy had adopted by Mr. Suman to get success for PepsiCo India?

### UNIT – III STRATEGIES

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - level strategy - Strategy in the Global Environment-Corporate Strategy Vertical Integration- Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card- case study.

Q.NO	PART - A	BT LEVEL	COMPETENCE
1	What is a strategic alliance?	BTL 1	Remembering
2	Compare vertical integration with horizontal integration.	BTL 2	Understanding
3	Show your understanding towards conglomerate diversification with two examples.	BTL 3	Applying
4	Mention the various “S” in 7’S McKinsey frame work?	BTL 4	Analysing
5	What is stability strategy?	BTL 5	Evaluating
6	Give your opinion about Cost leadership strategy.	BTL 6	Creating
7	Define turnaround strategy.	BTL 1	Remembering
8	Compare harvest and liquidation?	BTL 2	Understanding
9	Discuss the aspects to be considered before merging	BTL 3	Applying
10	Define the term ‘balance score card’	BTL 4	Analysing

11	Discuss the concept of hostage taking.	BTL 5	Evaluating
12	Explain with examples vertical integration.	BTL 6	Creating
13	What is grand strategy?	BTL 1	Remembering
14	Compare spinoff and MBO.	BTL 2	Understanding
15	What is strategic alliance? List out the reasons for entering into strategic alliance	BTL 3	Applying
16	Draw the GE 9 Cell Model.	BTL 4	Analysing
17	What are the different types of strategies in the global environment	BTL 1	Remembering
18	Distinguish between diversification and expansion strategies.	BTL 2	Understanding
19	What is vertical integration?	BTL 1	Remembering
20	What do you mean by global compact?	BTL 1	Remembering

Q.NO	PART – B	BT LEVEL	COMPETENCE
1	i) Define what is a diversification strategy? (4Marks) ii) Describe the diversification strategies in the Indian context.(9 Marks)	BTL 1	Remembering
2	i) Outline the concept of corporate portfolio analysis. (7Marks) ii) Explain the different techniques in corporate portfolio analysis. (6 Marks)	BTL 2	Understanding
3	i) State the use of 7s Model for strategic management. (7Marks) ii) Can you explain BCG growth share matrix. ( 6Marks)	BTL 3	Applying
4	i) Analyze the concept of strategic analysis & choice? (7Marks) ii) Analyze the Indian car manufacturer's current strategies.(6 Marks)	BTL 4	Analysing
5	i) Can you assess the importance of GE matrix? (7Marks) ii) Explain the significance of the Balance score card? (6Marks)	BTL 5	Evaluating
6	i) Evaluate the importance of SWOT analysis ETOP. (7Marks) ii) Evaluate GAP analysis in detail. (6Marks)	BTL 6	Creating
7	Enumerate the conceptual application of Balance Score Card and its advantages in modern scenario	BTL 1	Remembering

8	Explain how companies can use i) Product differentiation(7Marks) ii) Capacity control to manage rivalry and increase an industry's profitability. (6 Marks)	BTL 2	Understanding
9	i) Identify the generic strategies. (7Marks) ii) Analyze the strategies in global environment. (6Marks)	BTL 3	Applying
10	i) What are the strategies for different industry conditions?(7 Marks) ii) Discuss the rationale for restructuring by organization.(6 Marks)	BTL 4	Analysing
11	How would you create generic strategic alternatives?	BTL 5	Evaluating
12	Elucidate the process of making a strategic choice.	BTL 6	Creating
13	i) Conclude your understanding about balanced scorecard technique? (6Marks) ii) Elaborate the steps involved in balanced scorecard technique. (7 Marks)	BTL 2	Understanding
14	i) How would you describe the rationale behind strategic alliance? (7Marks) ii) Brief why do strategic alliances fail? (6Marks)	BTL 4	Analysing

### PART - C

1. Obviously, a well-known transformational story is APPLE, Jobs has successfully transformed APPLE from a PC firm to a promising diversified organization, this has great strategic flexibility to innovate in the market. This revolution process is certainly full of adventure and difficulties. In the PC industry where the product has become a commodity, it is the low cost player which can deliver the best quality at the lowest cost will win. Historically this has been Dell, Lenovo and HP. However, Apple is protected in the sense that it has a uniquely differentiated product in a commodity industry. It has the advantages of brand loyalty, ease of use, and design elegance. After the early year's failure of marketing PC, Apple has been very successful with the iPod, iTunes and iPhones. In a decade APPLE has gone from a computer manufacture to a world beater in personal music players, mobile phones, music retail, tablet computing, TV hardware manufacture. Especially, the firm has actually dominated the market for mobile phone applications by being open and rewarding developers with generous profit sharing. In 2010 it hosted over 250,000 „„apps““ from outside developers, and while it is criticized for being „„closed““ in operating a strict policy in monitoring the content of these apps, it is generating almost \$1bn a year through the innovation and has made many developers millionaires. There are a number of reasons for Apple's successful organizational transformation. Firstly, the iPod itself was technologically sophisticated and cool, the design elegance helped to drive demand. Secondly, iTunes files could only be played on the iPod created a closed world in which copyright violations were less likely to occur. This helped to allay the fears of music publishers regarding illegal file sharing. Last but

not the least, Apple offered the music companies a great deal – of the \$0.99 paid for every download, \$0.89 reportedly goes straight to the music companies. They capture most of the economic profit. With regards to iPhone, although the iPhone was not the first smart phone, its market share is growing rapidly. The reason is clear now: Apple has realized the importance of applications for sales of the iPhone, and is creating incentives for third part developers to make and sell applications through its appstore.

Essentially, Apple is leveraging a network effect successfully. The more valuable apps offered on the iPhone platform, the greater the utility of owning an iPhone, the greater demand will be created, and the more apps will be offered. Previously, Microsoft utilized such a network effect with Windows, now Apple is trying to utilize it with its iPhone. The successful organizational

win what is rapidly becoming a format war in the smart phone . To do that, it must exploit network effects, and so far Apple seems to be doing a better job than its competitors.

Questions:

Do a SWOT analysis for the Apple Inc.

2. Assume a company of your own and conduct a ETOP and GAP analysis.

3. Explain McKinsey's 7 S framework and its utility to strategists.

4. Perform a SWOT analysis for an Indian telecom company.

## UNIT – IV STRATEGY IMPLEMENTATION & EVALUATION

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict- Techniques of strategic evaluation & control-case study.

Q.NO	PART - A	BT LEVEL	COMPETENCE
1	Define Organisational structure. List the major factors to be considered while designing organizational structure.	BTL 1	Remembering
2	Explain types of structures? What is the major advantage of a matrix organization structure?	BTL 2	Understanding
3	Show your understanding on matching structure	BTL 3	Applying
4	What are all the types of organizational structure?	BTL 4	Analysing
5	Categorize the types of power and explain what power is?	BTL 5	Evaluating
6	Is politics part of strategy implementation?	BTL 6	Creating
7	What is strategic evaluation?	BTL 1	Remembering
8	What do you mean by strategic surveillance?	BTL 2	Understanding

9	List down different types of strategic control.	BTL 3	Applying
10	Conclude your understanding on the strategic control cycle.	BTL 4	Analysing
11	Discuss the techniques of strategic evaluation & control?	BTL 5	Evaluating
12	What are the sources of organizational power?	BTL 6	Creating
13	What is resource allocation?	BTL 1	Remembering
14	Explain strategic budgeting.	BTL 2	Understanding
15	Why conflict management is important in strategic implementation ?	BTL 3	Applying
16	Classify the factors affecting resource allocation.	BTL 4	Analysing
17	What is corporate culture?	BTL 1	Remembering
18	Explain agency theory	BTL 2	Understanding
19	Define social audit.	BTL 1	Remembering
20	Describe conflict in context.	BTL 1	Remembering

Q.NO	PART - B	BT LEVEL	COMPETENCE
1	i) What are the advantages & Disadvantages of being a first mover? (7Marks) ii) Quote some examples of the first movers from any one industry. (6 Marks)	BTL 1	Remembering
2	“For successful strategic implementation ,organizational structures are important “-Discuss	BTL 2	Understanding
3	Discuss the five-stage model of strategic implementation process	BTL 3	Applying
4	Explain the relationship between strategy and structure(13 Marks)	BTL 4	Analysing
5	i) Discuss the process of evaluation and strategic control cycle.(7 Marks) ii) Explain four types of strategic control.(6Marks)	BTL 5	Evaluating
6	Explain the steps involved in designing a strategic control system in an organisation.	BTL 6	Creating
7	i) What is strategic change? How will you implement strategic change?(7 Marks) ii) Discuss the match /interaction of strategy and structure?(6 Marks)	BTL 1	Remembering
8	Enumerate the different stages of organizational life cycle Highlight the suitable strategies of each stage.	BTL 2	Understanding

9	Identify the advantages and disadvantages of outsourcing. Elucidate the characteristics of internet market structure.	BTL 3	Applying
10	Define Strategic choice. Discuss the different techniques used in strategic choice.	BTL 4	Analysing
11	“Explain how a company can develop an entrepreneurial culture. List down the formal components of corporate culture.	BTL 1	Remembering
12	i) Discuss the relevance of strategy formulation in a changing technological environment.(7Marks)  i) Implementing a strategy successfully depends on selecting the right combination of organizational structure, control system and culture”-Explain. (6 Marks)	BTL 1	Remembering
13	i) What are the merits and demerits of technology leadership?(7 Marks) ii) What are the management challenges and strategic issues faced by the non-profit organizations?(6 Marks)	BTL 2	Understanding
14	i) Explain the terminology Brick and click.(5Marks) ii) Discuss the impact of internet and E-commerce on.(8 Marks)	BTL 4	Analysing

### PART - C

- Provide an example and explain in detail strategies for global environment.
- The MSIL has a market share of about 55% in the Indian passenger car segment and is the largest manufacturer of small cars in India. The company has been voted as first by Indian customers for level of customer service and customer satisfaction. The company manufactures affordable small cars which serve the needs of average Indian customers faithfully and hence have a strong brand image as the common man's car in India, which an average Indian customer identifies with. Such a strong brand image and huge customer base can sustain the position of the company as the market leader in the Indian small car segment. Well Developed Sales and Service Network throughout India: The Maruti Suzuki India and a huge service network of more 2,750 franchises of service outlets spreading about 1,300 cities throughout India. Such a widely distributed sales and service network can help the company to relate with its Customers across India, also facilitates bargaining power with suppliers and increases profitability. Very Strong Knowledge of Indian Market: The Maruti Suzuki India has a strong knowledge of the Indian market which has helped them to grow their sales and market share in India.

Questions:

- How core competencies of MSIL are explained in above case?



B. What kind of strategy can be adopted by MSIL to get commercial success of car in domestic as well as global market?

3. The balanced scorecard immediately played a role in the transformation of Infosys. The executive team used the scorecard to guide discussion during its meetings. The continual process of adaptation, execution, and management that the scorecard fostered helped the team respond to, and even anticipate, its client's evolving needs. Eventually, use of the scorecard for performance measurement spread to the rest of the organization, with monetary incentive linked to the company's performance along the different dimensions. Over time, the balanced scorecard became part of the Infosys culture. In recent years, Infosys has begun using the balanced scorecard concept to create "relationship scorecard" for many of its largest clients. Using the scorecard framework, Infosys began measuring its performance for key clients not only on project management and client satisfaction, but also on repeat and anticipating client's future strategic needs. The balanced scorecard helped successfully steer the transformation of Infosys from a technology outsources to leading consultancy. From 1999 to 2007, the company had a compound annual growth rate of 50%, with sales growth from \$120 million in 1999 to more than \$3 billion in 2007. Infosys was recognized for its achievements by making the Wired 40, Week IT 100, and Week Most Innovative Companies lists.

Questions:

- A. Make a balance scorecard report for Infosys in your own understanding.
- B. Suggest measures to prepare balance scorecard for Infosys.

4. A major contract with Reebok, followed by another from Digital Equipment turned the fortunes for Infosys and Murthy did not look back thereafter. Murthy was perhaps the first Indian middle-class entrepreneur to share his wealth with his employees, including drivers and office boys. At last count, Infosys three-bedroom house in JayaBangalore. He avoid five star hotels, travels economy, even cleans the bathroom of his house and refuses to use the company car for private purposes. But his vision is truly global. Even when the company had truckloads of cash, acquisitions were never carried out in a rash manner – during the internet boom. Murthy never believed in importing ideas from elsewhere. In a world that is prepared to do anything for acquiring power, Murthy stepped down from mainstream operations voluntarily. Top management changes at the top level are very smooth and never make headline news – thanks to the highly admirable moralistic path that Murthy has so carefully chosen to take the company to greater heights. Not surprising to find is the fact that the company's CEO, Sri Gopalakrishnan, paid penalty in 2008 to the stock exchange for having failed to inform within mandated time, performing last rites for his departed mother! His recent move to commit his entire stake for social projects is, indeed, shocking news for many in this materialistic world.

Questions:

- What kinds of organizational changes have been laid down by Mr. Murthy, to exploit the Infosys as an organization? From the above case, which instance shows the conflict situation and its management



### UNIT- V OTHER STRATEGIC ISSUES

Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Models and strategies for Internet Economy-case study.

Q.NO	PART - A	BT LEVEL	COMPETENCE
1	What is a lead user?	BTL 1	Remembering
2	Explain corporate entrepreneurship	BTL 2	Understanding
3	How would you show your understanding on the concept of organizational design for corporate entrepreneurship?	BTL 3	Applying
4	Identify new models in internet economy.	BTL 4	Analysing
5	Can you assess the importance of entrepreneurial venture?	BTL 5	Evaluating
6	Interpret the need for the strategic management processes in small ?	BTL 6	Creating
7	What is innovation in context?	BTL 1	Remembering
8	List down the factors influencing success of a new venture?	BTL 2	Understanding
9	Analyze the concept of strategic piggybacking.	BTL 3	Applying
10	Why innovation management is critical for ?	BTL 4	Analysing
11	What is a nonprofit organization?	BTL 5	Evaluating
12	Evaluate the characteristics of innovative entrepreneurial culture?	BTL 6	Creating
13	What is “Brick & click strategy?	BTL 1	Remembering
14	What are the issues in alliances with foreign companies?	BTL 2	Understanding
15	Are performance based budgets suitable for NPOs	BTL 3	Applying
16	Identify the factors influencing strategic resource allocation.	BTL 4	Analysing
17	How technological advancements can be managed?	BTL 1	Remembering
18	Mention the role of technology in strategic management.	BTL 2	Understanding
19	List the strategic issues of a profit organization of your choice.	BTL 1	Remembering
20	How do you explain the term ‘internet economy’?	BTL 1	Remembering

Q.NO	PART – B	BT LEVEL	COMPETENCE
1	Explain the sources of innovation .Explain the factors influencing success of a new venture.	BTL 1	Remembering
2	i) “Strategic organization”- discuss(9Marks) ii) Outline the concept “Strategic piggybacking”. (4Marks)	BTL 2	Understanding
3	State different types of strategic control. Brief the link between organization structure and strategic control.	BTL 3	Applying
4	i) Define strategic control system .Distinguish strategic control and operational control(7 Marks) ii) Identify the characteristics of an effective strategic control system. (6 Marks)	BTL 4	Analysing
5	Generate the strategies for internet economy.	BTL 5	Evaluating
6	i) Highlight the role of technology & innovation in strategic management with example. (7 Marks) ii) Explain the barriers in strategic evaluation. (6Marks)	BTL 6	Creating
7	What are new models and strategies for the internet economy?	BTL 1	Remembering
8	What kind of conflicts arises in the process of strategy implementation? How are they resolved?	BTL 2	Understanding
9	i) Identify the subtypes in small development. (7Marks) ii) “Innovation Discuss the statement and discuss the type of growth avenues available at different stages of an innovation. (6 Marks)	BTL 3	Applying
10	What are the merits and de-merits of technology leadership?	BTL 4	Analysing
11	i) Define the term technology environment. (4Marks) ii) Discuss the relevance of strategy formulation in a changing technological environment. (9 Marks)	BTL 1	Remembering
12	Elucidate the characteristics of internet market structure.	BTL 1	Remembering
13	Discuss the importance of organization structure. Explain the link between structure and strategy.	BTL 2	Understanding
14	Discuss the strategic issues of Non Profit organisations.	BTL 4	Analysing

### PART – C

- 1) Explain the concept of E-commerce organization with an example.

2) Develop a competitive model for a high tech company.

3) In 1968, Spencer Silver was working at 3M to create a super strong adhesive for use in the aerospace industry. Instead, he accidentally created an incredibly weak, pressure sensitive adhesive. While useless for his project the new adhesive had two interesting features. First, when stuck to a surface, it could be removed without leaving residue, and second, it was reusable. Unable to use this product in his work, Silver then tried to introduce bulletin boards coated with the adhesive as an alternative to pushpins. While effective, the bulletin board market was too small to offer any real promise and the project was shelved. Silver found himself in a sticky situation. His product failed. 3M encouraged Silver to continue seeking suggestions from other employees and for nearly five years the adhesive stayed in the company as an interesting, but useless innovation. In a moment of frustration chemical engineer and 3M employee Art Fry suggested that perhaps Silver had been using the adhesive backwards all along. Fry had struggled with keeping his page markers in his hymn book, and having learnt about the adhesive from one of Silver's lectures thought this adhesive could be the key. The key difference he explained was instead of coating bulletin boards, 3M could put the adhesive on a piece of paper and stick it to anything. By applying this adhesive to a strip of paper, Fry could mark his pages, move the markers around and easily flip between hymns without damaging the books. And the Post-It note was born. Spencer Silver could have easily thrown away his weak adhesive and today there would be no Post-It notes. However, because 3M encouraged Silver to share his discovery with coworkers in other fields, Art Fry was able to keep track of his hymn pages.

**Questions:**

- Elaborate the concept of entrepreneurship and how it helped Spencer to be successful.

4) In 1994, Ken Kutaragi, a junior employee in Sony's sound labs bought his daughter a Nintendo game console. Disappointed by the primitive sound effects he began working on sound chip to improve Nintendo's next generation of consoles. Kutaragi was nearly fired when Sony found out. Then-CEO Norio Ohga decided to transform this side project into a joint partnership with Nintendo. Instead of firing Kutaragi, he recognized the value of his innovation and encouraged the creation of the "SPC7000" sound chip for Nintendo's CD ROM based gaming system, the Super Famicom. Things were going well until Nintendo publically scrapped the partnership, striking a deal with Sony competitor Phillips. Frustrated, Ohga then put Kutaragi to work developing Sony's own gaming system, the PlayStation. The first PlayStation made Sony a major player in the games market and introduced Sony's Computer entertainment division. Kutaragi was quickly promoted

PlayStation Two one of the most profitable gaming systems in history. Learning from Mistakes-- Had Sony fired Kutaragi upon discovering his side project, they would have lost one of their most creative minds. Instead Ohga recognized entrepreneurship and creativity in his employee and saw where it could take him. Luckily for Ohga, this act of faith turned into a remarkably profitable

innovation

quite like its employees. This makes them the best source of potential knowledge for growth and innovation. Internal entrepreneurs (better known as Intrapreneurs) represent a very special breed capable turning ideas from daily life into remarkable solutions.

**Questions:**

- Critically analyze the case and throw the light on the concepts covered.