

STRATEGIC MANAGEMENT

UNIT I – INTRODUCTION TO STRATEGIC MANAGEMENT

2 marks

1. Define strategy

According to William F. Glueck, "Strategy is a unified, comprehensive and integrated plan designed to assure that the basic objectives of the enterprise are achieved".

2. What are the elements of strategy?

- Goals
- Scope
- Competitive advantage
- logic

3. Define vision.

According to Kotler, "Vision is a description of something (an organization corporate culture, a business, a technology, an activity) in the future".

4. Define Mission.

According to Thompson, "Mission is the essential purpose of the organization, concerning particularly why it is in existence, the nature of the business it is in, and the customers it seeks to serve and satisfy".

5. What are the Abell's three dimensional model?

- Customer groups
- Customer needs
- Technology

6. What are the types of goals?

- Official goals
- Operative goals
- Operational goals

7. What is corporate governance?

Corporate governance is the set of processes, customs, laws, and institutions affecting the way a corporation (or company) is directed, administered, or controlled. It also includes the relationship among the many stakeholders involved and the goals for which the corporation is governed.

8. What is social responsibility?

Social responsibility or corporate responsibility (CSR) is a form of corporate self-regulation integrated into a business model. Ideally, CSR policy would function as a built-in, self-regulating mechanism whereby business would monitor and ensure its support to law, ethical standards, and international norms.

9. Who are the stakeholders?

A stakeholder is a person, group, or organization that has direct or indirect stake in an organization.

- Creditors
- Customers
- Directors
- Employees
- Government
- Shareholders
- Suppliers
- Unions
- Community

10. What is the classification of stakeholders?

- Capital-market stakeholders- shareholders, lenders
- Product-market stakeholders -customers, suppliers
- Organizational stakeholders- employees

16 marks

1. What do you mean by strategy formulation? Give the strategy formulation of a manufacturing firm.

2. Define strategic management. Give its conceptual framework.

3. Who are the stakeholders in business? What are the different roles of stakeholders?

4. Define corporate governance. What are the principles of corporate governance?

5. Why is an organization socially responsible? Do you think a firm should be socially responsible, if yes, then why?

UNIT II

ENVIRONMENTAL ANALYSIS AND COMPETITIVE ADVANTAGE

2 marks

1. What do you mean by business environment?

Business environment refers to those aspects of the surroundings of business enterprise, which affect or influence its operations and determine its effectiveness. It encompasses all those factors that affect a company's operations.

2. What is ETOP analysis?

ETOP (Environmental Threat and Opportunity Profile) is a technique to structure environmental issues. It involves analyzing the impact of each sector and sub-sector on the organization. It provides a clear of which sector and sub-sector have favorable impact on the organization.

3. What are the different types of strategic groups?

- Defenders
- Prospectors
- Analysers
- Reactors

4. What are the porter's five forces model?

- Bargaining power of buyers
- Bargaining power of suppliers
- Threat of new entrants
- Threats of new substitutes
- Rivalry inside the industry

5. Write a note on VIRO framework.

VIRO framework is the tool used to analyse firm's internal resources and capabilities to find out if they can be a source of sustained competitive advantage.

- V- valuable
- R- rare
- I- Inimitable
- O- Organized

6. What are the types of capabilities?

- Marketing capability

- Financial capability
- Operations capability
- Human resource capability
- Information management capability

7. Define competencies.

According to Prahalad and Hamel, "Core competence is the collective learning in an organization, especially how to coordinate diverse production skills and integrate multiple streams of technologies".

8. What are distinctive competencies?

A distinctive competence is the unique accumulation of capabilities and rigidities that an organization has acquired over time. It gives the organization its special character. A distinctive competence is not only a tool but also a source of employee gratification, institutional integrity, value, and reason for being.

9. What is competitive advantage?

Competitive advantage is defined as the strategic advantage one business entity has over its rival entities within its competitive industry. Achieving competitive advantage strengthens and positions a business better within the business environment.

10. Write about the generic building blocks of competitive advantage?

- Increasing efficiency
- Increasing quality
- Increasing speed, flexibility and innovation
- Increasing responsiveness to customer.

16 marks.

1. Describe about porter's five forces model.

2. What do you mean by strategic groups? How an aviation industry can use strategic groups as a tool?

3. What is internal analysis? Discuss various techniques of internal analysis.

4. Define organizational capabilities. Discuss the organization capabilities factors.

5. What are the generic building blocks of competitive advantage? How durable a competitive advantage can be?

UNIT III

STRATEGIES AND STRATEGIC CHOICE

2 marks

1. What is turnaround strategy?

Turnaround strategies derive their name from the action involved, that is, reversing a negative trend. The overall goal of turnaround strategy is to return an underperforming or distressed company to normal in terms of acceptable levels of profitability, solvency, liquidity and cash flow.

2. Define strategic choice.

Strategic choice involves the selection of a strategy or set of strategies that helps in achieving organizational objectives.

According to Pearce and Robinson, "Strategic choice is a decision which determines the future strategy of the firm.

3. What is gap analysis?

Gap analysis is a tool that helps companies to compare actual to compare actual performance with potential performance. At its core are two questions- "Where are we?" and "Where we want to go?"

4. What is SWOT analysis?

SWOT analysis provides an overview of a firm's situation and is an essential component of crafting a strategy tightly matched to the company's situation. SWOT analysis provides a good overview of whether the company's overall situation is fundamentally healthy or unhealthy.

5. What are the McKinsey's 7s framework?

- Strategy
- Structure
- Staff
- Skills
- Style

- System
- Shared values

6. What is balance score card?

Robert Kaplan and David Norton developed the balance score card in the early 1990s as a performance measurement system. The balanced score card evaluates organizational performance from various perspectives. Four perspectives are integrated to form the balanced score card framework: financial, customer, business process, and learning and growth.

7. What are the different tools of strategic analysis and choice?

- ETOP
- SWOT
- BCG matrix
- Experience curve
- GE9 cell model
- Market life cycle

8. State the limitations of business strategy.

- Complex
- Time consuming
- Limited scope
- Not suitable
- Narrow
- Tangible problems

9. What are the types of cooperation strategy?

- Strategic alliance
- Merger
- Acquisition
- Joint ventures

10. What are the types of expansion strategy?

- Concentration strategy
- Integration strategy
- Diversification strategy
- Internationalization strategy
- Cooperation strategy.

16 marks

1. Write a note on Mckinsy's 7S framework and BCG matrix.
2. Explain SWOT analysis of any automobile company.
3. Explain the process and benefits of strategic analysis.
4. What is stability strategy? Explain the reason to pursue stability strategies and the types if stability strategies.
5. Describe about expansion strategy. Also explain the types of expansion strategy.

UNIT IV

STRATEGY IMPLEMENTATION AND EVALUATION

2 marks

1. Define strategy implementation.

According to McCarthy, ' Strategy implementation may be said to consist of securing resources organizing these resource and directing the use of these resources within and outside the organization''.

2. What do you mean by resource allocation?

Resource allocation deal with the procurement and commitment of financial , physical, and human resources to strategies tasks for the achievement of organizational objectives. Resource allocation is both a one- time and continuous process.

3. What are the strategic change?

- Re-engineering
- Re-structuring
- Innovation
- Continuation strategy
- Routine strategy
- Limited strategy change

3. What are the dimensions of strategic change?

- Process(the how)
- Content (the what)

- External
- Internal

5. Define politics

According to Mayes and Allen, ‘ politics is the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non- sanctioned means’.

6. What is power?

Power is defined as the ability to get someone to do something one wants to be done or the ability to make things happen in the way he wants them to. The essence of power is control over the behavior of others. Power is the force one can use to make things happen in an intended way.

7. Define conflict.

According to Thomas, ‘ Conflict is the process which begins when one party perceives that another has frustrated , or is about to frustrate, some concern of his’.

8. What are the nature OF conflict?

- Natural
- Not big
- Multi- dimensional
- Finding the balance
- Disruptive
- universal

9. What is strategic control?

Strategic control is concerned with tracking the strategy as it is being implemented, detecting any problems areas, and making any necessary adjustments. Strategy control is necessary to steer the firm through these events.

10. What are the types of organization structure?

- Line organization
- Line and staff organization
- Functional organization
- Divisional organization
- Project organization
- Matrix organization

16 marks

1. Define strategy implementation process. Also state the barriers in strategy implementation.
2. Give in detail the techniques of strategic evaluation and control.
3. Explain strategic change. Describe the process of strategic change.
4. What is the nature of conflict. State the types of conflict in organization.
5. Explain the approaches to resource allocation along with the difficulties in resource allocation.

UNIT V

STRATEGIC ISSUES

2 marks

1. What is technology.

Technology can be defined as all the knowledge, products, processes, tools, methods, and systems employed in the creation of goods or in providing services. Technology is the way human does things. It means by which human accomplish objectives.

2. Define Innovation.

According to Peter Drucker, "Innovation is the means by which the entrepreneur either creates new wealth producing resources or endows existing resources with enhanced potential for creating wealth".

3. State the growth avenues in Innovation process.

- The challenge
- Collaboration
- Combination
- Testing and development
- Implementation
- review

4. What are the components of technology?

- Hardware – physical structure
- Software – how to use the hardware in order
- Brain ware- reason for using the technology

5.What is internet economy?

The internet economy refers to conducting business through markets whose infrastructure is based on the internet and world wide web. An internet economy differs from a traditional economy in a number of ways including communication, market segmentation , distribution costs, and price.

6.What are the strategic guidelines for internet economy?

- Develop an E- Business strategy
- Hire and develop capable staff
- Build knowledge management system
- Focus on being market leader in process innovation.

7.What are the process of technological innovation?

- Basic research
- Applied research
- Technology development
- Production
- Marketing
- Proliferation
- Technology enhancement

8.What are the characteristics of Innovation?

- Uncertain
- Costly
- Spillovers
- Utilized knowledge

9.What is non-profit organization?

Anon-profit organization is defined as an organization that does not distribute its surplus funds to owners or shareholders, but instead uses them to help pursue its goals. Non- profit organizations are engaged in voluntary and philanthropic activities.

10. What are the disadvantages of non-profit organizations?

- Philanthropic insufficiency
- Philanthropic particularism
- Philanthropic paternalism

➤ Philanthropic amateurism

16 marks

1. Discuss the new business models and strategies for internet economy.
2. What do you mean by technology? How to manage technology?
3. Give a detailed descriptions on the strategies issues in non- profit organizations.
4. What is Innovation? What are the growth avenues in Innovation process?
5. What are the strategic issues in managing innovation and technology?