

STRATEGIC MANAGEMENT

NOV 2018 PAPER ANS-HINTS

FACE TO FACE CLASSES
BY THEORY QUEEN

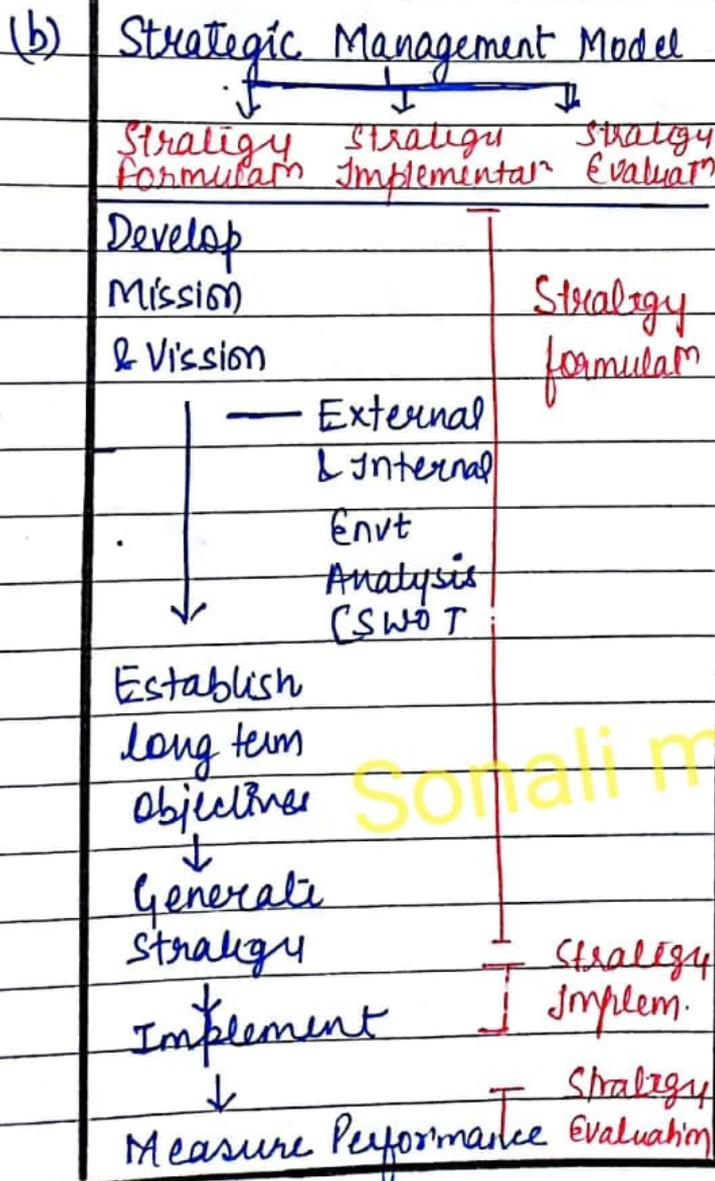
EIS-SM

Theory Queen
"Sonalali Ma'am"

QUES-7

(a) 3 levels →

Corporate	Business	Functional
Consists of CEO, BO & other senior executives & staff	Consists of Divisional managers & staff	Consists of Functional managers



(c) Advantages of strategic Alliance

- Organisat's Advantage
- Economic Advantage
- Strategic Advantage
- Political Advantage.

(d) Economies of scale

- Cost Advantages that Entity obtain due to their scale of operation, with cost per unit of output decreasing with increasing scale.
- Economies of scale is one of the factors resulting in Experience Curve.
- Exp. Curve: AC per unit declines as the experience increases
- Other factors: Learning Effects, Product Redesign, technological improvements.

(e) Augmented Marketing

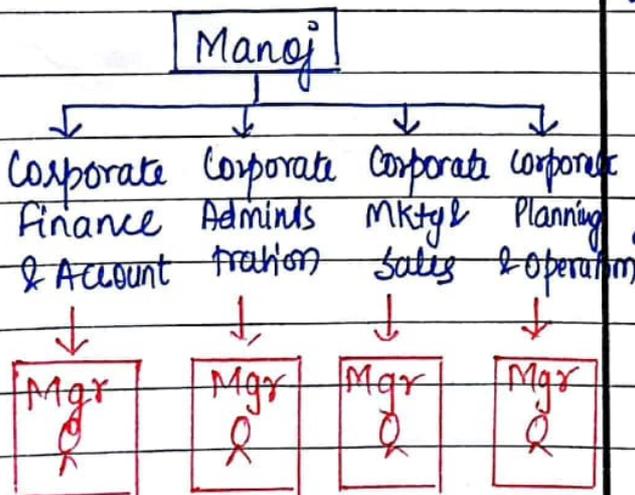
- Provision of additional customer services & benefits built around the actual products

QUES-8 CORRECT / INCORRECT

- (a) CORRECT
 - It is the first element which implies the company's future position
 - Roadmap of company's future
- (b) INCORRECT
 - It has impact on the company's Performance, allocation of Resources etc.
- (c) INCORRECT
 - BPR refers to total deconstruction. It includes redesign of workflows & processes
 - BM is the process of Identifying & Learning from the best Industry Practices.
- (d) INCORRECT
 - It is an example of Backward Integration Strategy. Other Eg:- diagnostic services.
- (e) INCORRECT
 - Backward Integration is a step towards creation of effective supply by entering business of input providers.

QUES-9(a)

- Manoj should implement functional structure



QUES 9(b)

- Michael Porter's Generic Strategy is used by Sohan & Ramesh
- Sohan:- Cost Leadership which involves producing standard product at low cost per, targeting price sensitive buyer.
- Ramesh:- Differentiation strategy which involves producing unique product by targeting price-insensitive buyers & charging a premium price.

QUES-10(a)

Corporate Culture refers to the CO's beliefs, business principles, traditions, ways of operating & internal work envt.

As a strength

- Culture can facilitate communication, decision making, control and cooperation
- An organization's culture could be strong and cohesive when it conducts its business according to set of principles and values, which the management devotes considerable time to communicating to employees and
- which values are shared widely across the organisation.

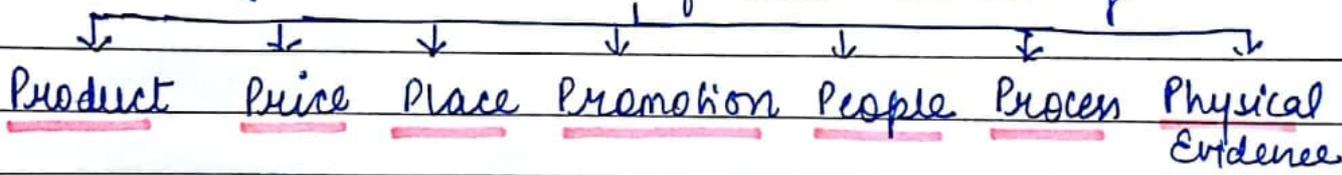
As a weakness

- Culture, as a weakness can obstruct the smooth implementation of strategy by creating resistance to change.
- An organization's culture could be characterised as weak when many sub-cultures exists, few values and behavioural norms are shared .
- In such organizations, employees do not have a sense of commitment, loyalty and sense of identity.

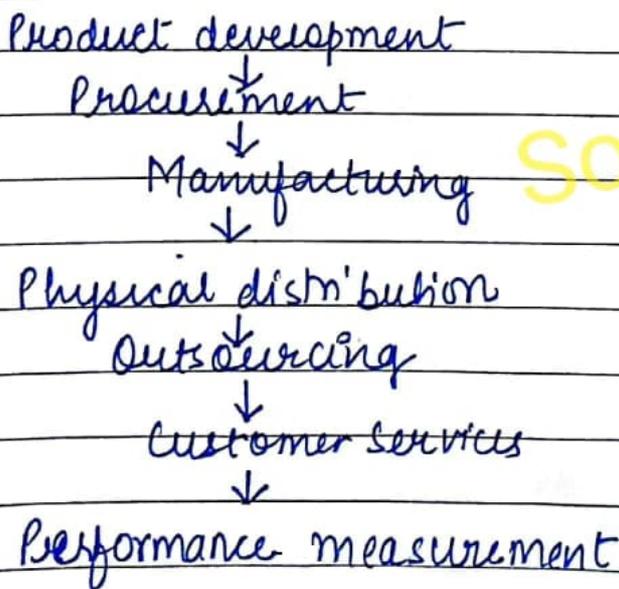
Sonali Jain | 8447-82-4414

QUES 10(b)

Marketing Mix in Context of modern marketing



QUES 11(a)

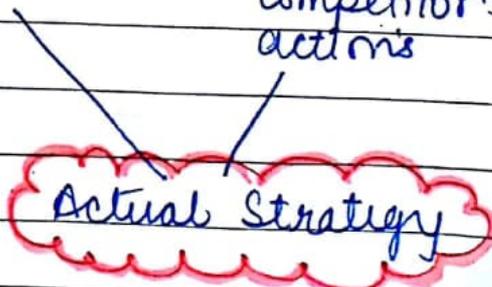


IMPLEMENTING SUPPLY CHAIN MGT SYSTEMS

QUES 11(b)

STRATEGY IS PARTLY PROACTIVE & PARTLY REACTIVE

- | | |
|-------------------|----------------------------------|
| <u>Pro-active</u> | <u>Re-active</u> |
| • first mover | • Reacts to competitor's actions |



QUES-12 (a)

- Strategic change :- changing the existing strategy by bringing the new strategy due to change in environment.
- Steps to initiate change
 - Recognise the need for change
 - Create a shared vision
 - Implement the change
- KURT LEWIN proposed 3 phases of change process
 - Unfreeze** Ensures that employees are ready for change
 - change** Execute the intended change
 - Re-freeze** Ensure that change becomes permanent

QUES-12 (b)

I <u>IMPACT OF IT SYSTEMS ON BRR</u>	<u>BUSINESS VALUE</u>
<ul style="list-style-type: none"> - Operational speed, Reduction in time - Global Village - Restructuring of Relationships - Reliable & accurate informⁿ - Plus, some Business values 	<ul style="list-style-type: none"> - Efficiency - Effectiveness - Innovation

II KEY SUCCESS FACTORS FOR COMPETITIVE SUCCESS

KSF are the elements that influence the ability of a firm to succeed in the market place.

Some of the KSFs are

- Strategic advantages in prodⁿ, marketing
- Product attributes & strengths
- Internal & External Resources
- Core Competencies
- Competitive capabilities

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These answers are just the hints not the absolute answers.