Sub:	STRATEGIC MANAGEMENT					Code:	14MBA25
Date:		Duration:	90 mins	Max Marks:	40	Sem: II	Branch: MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)				
1 (a)	Cite the vision and mission of any company.	[02]	CO1	L3

Infosys Vision
To help our clients meet their goals through our people, services and solutions

Infosys Mission
Infosys International Inc. is dedicated to providing the people, services and solutions our clients need to meet their information technology challenges and business goals.

Work to understand the needs and requirements of our clients before proposing a solution
Develop responsive proposals that provide cost-effective solutions to our clients needs
Deploy the right mix of people and products to deliver value-added services and solutions to our clients
Follow-up on the quality of our services and solutions to our clients
Appreciate the trust that our clients put in us as we work with them to improve their business and information technology.

(b)	Distinguish between Key Performance Indicator and Critical Success Factor.	[06]	CO1	L2

CSF	KPI
CSF is defined as the **critical areas** whose high performance or success is important, as they decide the success of an organization. These are actually the steps taken to succeed.	KPIs on the other hand are defined as the **tools to measure** the performance of any organization they only indicate what the success rate or level is.
.CSF can be defined as those particular areas or issues which are important to the success of an organization. To ensure the performance of an organization's special attention and concern should be given to these areas as they will decide the present and the	KPIs is a collection of events or action that play an important role in the success of organizations of today and tomorrow. A KPI a is clear-cut instrument to quantify and qualify the tactical goals of an institute depending on its priorities.

future success of the organization.	
CSF is the cause of your success or what is required for the success	**KPIs are the effects** of your action.
CSFs are taken to be general for all kinds of business like profits, leadership, mature assessment, correctly distributed responsibilities and role of people, systematization of each process, definite goal or rightful implementation of improvement plan etc	**KPIs** are not so much general, rather they **are set according to the priorities of a particular organization**

(c) Discuss in detail Strategic Management Process.   [08]   CO1   L2

Strategic Planning Process:

Step 1: Identifying the organisation's current mission, objectives, and strategies
Step 2: Conducting an external analysis

Step 3: Conducting an internal analysis
Step 4: Formulating strategies
Step 5: Implementing strategies
Implementation:
Step 6: Evaluating results

2 (a) Enumerate Henry Mintzberg's 5 P's.   [02]   CO1   L2
☐ *Strategy is a Plan*
☐ *Strategy is a Ploy*
☐ *Strategy is a Pattern*
☐ *Strategy is a Position*
☐ *Strategy is a Perspective*

(b) Elucidate distinctive competitiveness with examples.   [06]   CO2   L3
D*istinctive Competence is a set of unique capabilities that certain firms possess allowing them to make inroads into desired markets and to gain advantage over the competition; generally, it is an activity that a firm performs better than its competition. To define a firm"s distinctive competence, management must complete an assessment of both internal and external corporate environments. When management finds an internal strength and both meets market needs and gives the firm a comparative advantage in the market place, that strength is the firm"s distinctive competence.* **Defining and Building Distinctive Competence:** *To define a company"s distinctive competence, managers often follow a particular process.*
> *1. They identify the strengths and weaknesses in the given marketplace.*
> *2. They analyze specific market needs and look for comparative advantages that they have over the competition.*

(c) Infer how balance score card can achieve the vision and mission of a company.   [08]   CO2   L4
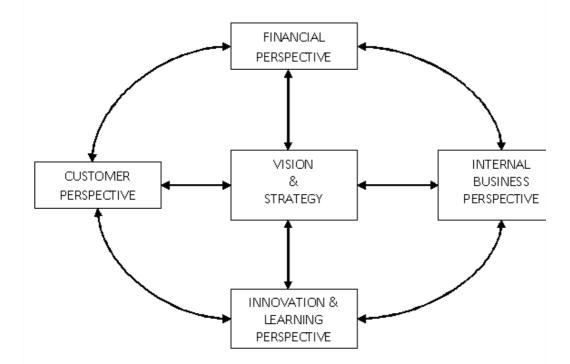
BALANCED SCORE CARD

Balanced Score Card has been proposed and popularized by Robert. S. Kaplan and David. P. Norton. It is a performance tool which "Provides executives with a comprehensive framework that translates a company's strategic objectives into a coherent set of performance measures".

The scorecard consists of 4 different perspectives such as:
- ❖ Financial
- ❖ Customer
- ❖ Internal business
- ❖ Innovation and Learning

(i) *Financial Perspective*
- ✓ Return-on-capital employed
- ✓ Cash flow
- ✓ Project profitability
- ✓ Profit forecast reliability
- ✓ Sales backlog

(ii) *Customer perspective*
- ✓ Pricing index
- ✓ Customer ranking survey
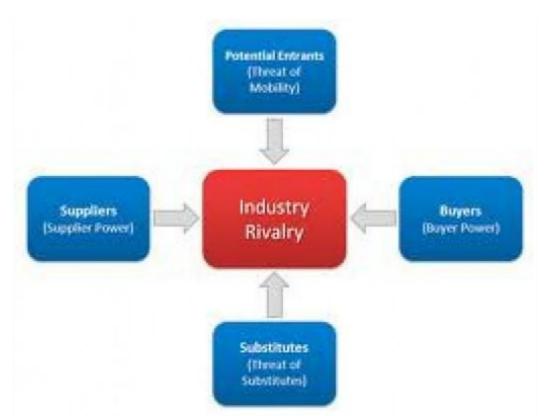- ✓ Customer satisfaction index
- ✓ Market share

(iii) *Internal Business Perspective*
- ✓ Hours with customers on tender success rate
- ✓ Rework
- ✓ Safety incident index
- ✓ Project performance index
- ✓ Project closeout cycle

(iv) *Innovation & Learning Perspective*
- ✓ % revenue from new services

✓ Rate of improvement index		
✓ Staff Attitude survey		
✓ Employee suggestions		
✓ Revenue per employee.		

3 (a) Define environmental scanning. [02] CO1 L1

Environmental scanning can be defined as the process by which organizations monitor their relevant environment to identify opportunities and threats affecting their business for the purpose of taking strategic decisions.

(b) Describe the hierarchy of strategic intent. [06] CO1 L1

(c) Assess the relevance of Michael Porter's 5 forces Model. [08] CO3 L5

After analyzing the dominant economic characteristics, a company needs to do an industry analysis and a corporate strategy analysis. Before making important strategic decisions, a company should use Porter's Five Forces Model to do a competitive industry analysis. The following five factors act together to determine the nature of a competitive analysis in an industry.

Part B - Compulsory (01*08=08 marks)

4	The gasoline industry has been compelled to formulate new low lead or non lead products. Moreover, thousands of companies have found it necessary to direct their R&D efforts towards finding ecologically superior products. Sear's phosphate free laundry and Pepsi cola's biodegradable plastic soft drink bottle.			
(a)	Discuss which component of external environment impacts these industries *Natural Environment*	[04]	CO3	L2
(b)	Illustrate other examples of industries being affected by the same component in India. Based on examples provided.(*Electric Cars Tesla/Mahindra, Solar power Wind power etc*)	[04]	CO3	L3

	Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1:	To explain core concepts in strategic management and provide examples of their relevance and use by actual companies	1a 1b 1c 3a 3b	2a							
CO2:	To focus on what every student needs to know about formulating, implementing and executing business strategies in today's market environments		2b 2c							
CO3:	To teach the subject using value-adding cases that features interesting products and companies,		3c 4b			4a				

	illustrate the important kinds of strategic challenges managers face, embrace valuable teaching points and spark student's interest.									
CO4:										
CO5:										
CO6:										

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - *Engineering knowledge*; PO2 - *Problem analysis*; PO3 - *Design/development of solutions*; PO4 - *Conduct investigations of complex problems*; PO5 - *Modern tool usage*; PO6 - *The Engineer and society*; PO7- *Environment and sustainability*; PO8 – *Ethics*; PO9 - *Individual and team work*; PO10 - *Communication*; PO11 - *Project management and finance*; PO12 - *Life-long learning*