

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

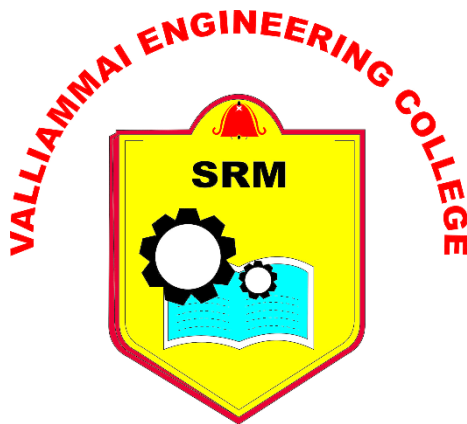
QUESTION BANK

III SEMESTER

1915301 – STRATEGIC MANAGEMENT

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UNIT – I – STRATEGY AND PROCESS

SYLLABUS: Concept of Strategy and the Strategy Formation Process - Conceptual framework for strategic management – Stakeholders in business – Strategic Business Unit - Corporate Governance and Social responsibility.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is “Strategic Management“?	Level 1	Remembering
2.	Define Strategy.	Level 2	Understanding
3.	Differentiate Strategy and Tactics.	Level 3	Applying
4.	List the different types of Strategies.	Level 2	Understanding
5.	Define the concept 'Strategic Intent'.	Level 2	Understanding
6.	What do you mean by Planned and Reactive Strategies?	Level 1	Remembering
7.	Who all are the Stakeholders in Business?	Level 3	Applying
8.	Compare Strategic fit and Leverage.	Level 2	Understanding
9.	What is Environmental Scanning?	Level 1	Remembering
10.	Define Corporate Level Strategy.	Level 1	Remembering
11.	What do you understand by Combination Strategy?	Level 2	Understanding
12.	State the meaning of Strategic plan.	Level 1	Remembering
13.	What is CSR?	Level 1	Remembering
14.	Define Corporate Governance.	Level 1	Remembering
15.	What is SBUs?	Level 1	Remembering
16.	What do you mean by Mission Statement?	Level 1	Remembering
17.	Define a Stretch Situation.	Level 1	Remembering
18.	Distinguish Goals and objectives	Level 2	Understanding
19.	What are Goals?	Level 1	Remembering
20.	Who are the Strategy makers in an Organisation?	Level 3	Applying
21.	What are Disruptive Technologies?	Level 1	Remembering
22.	Differentiate Strategy and Policy.	Level 2	Understanding
23.	State the constituents of Corporate Governance.	Level 3	Applying
24.	Define Vision.	Level 1	Remembering

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Discuss the concept of Strategy. Discuss its various levels.	(13)	Level 1	Remembering
2.	(i) Describe the Strategy Formulation process.	(9)	Level 2	Understanding
	(ii) State the importance of Strategy.	(4)		
3.	Explain the conceptual framework of Strategic Management.	(13)	Level 2	Understanding
4.	Who are the stakeholders in business? Classify them in detail.	(13)	Level 2	Understanding
5.	(i) Discuss the process of envisioning.	(7)	Level 1	Remembering
	(ii) State the guidelines for developing a vision.	(6)		
6.	Define Mission. State its characteristics and benefits.	(13)	Level 1	Remembering
7.	Define Business. Explain the Objectives and Goals of Business.	(13)	Level 1	Remembering
8.	What are the features and importance of Objectives?	(13)	Level 1	Remembering
9.	Explain the concept of Strategic Intent along with their various parts with relevant Company examples.	(13)	Level 2	Understanding
10.	Explain the reasons for failure of strategies in detail.	(13)	Level 2	Understanding
11.	Explain the Strategic, Tactical and Operational Planning with examples.	(13)	Level 2	Understanding
12.	Explain the objectives of the Corporate Governance in detail. Relate the objectives with any company's Corporate Governance objectives.	(13)	Level 2	Understanding
13.	Describe the mechanisms of Corporate Governance.	(13)	Level 2	Understanding
14.	Explain the nature and objectives of CSR.	(13)	Level 2	Understanding
15.	Discuss the arguments for and against CSR.	(13)	Level 1	Remembering
16.	Why is Social Responsibility important for Business Organisations?	(13)	Level 3	Applying
17.	Explain the concept of Retrenchment Strategy in detail.	(13)	Level 2	Understanding

PART - C

S.N O	QUESTIONS	BT LEVEL	COMPETE NCE
1.	<p>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, in a sample of a dozen Coca- Cola and PepsiCo beverages sold in India. 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. 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 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.</p> <p>QUESTIONS:</p> <p>(a) Do you think is the coco-cola socially responsible company?</p> <p>(b) How can coco-cola regain its market?</p>	<p>Level 5</p> <p>(8)</p> <p>(7)</p>	<p>Evaluating</p>
2.	<p>Apple has considered the GRI G3.1 index 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,115 and sets out initiatives to lessen</p>	<p>(15)</p> <p>Level 5</p>	<p>Evaluating</p>

	<p>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.¹¹⁶ 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.</p> <p>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."</p> <p>Comment on the above case study and give your viewpoints in it.</p>			
3.	"CSR scenario in Indian industries" - Discuss.	(15)	Level 3	Applying
4.	Corporate planning is not synonymous with long range planning." Why? Discuss.	(15)	Level 3	Applying
5.	Former CEO of PepsiCo. India P.M. Sinha popularly called Suman is known for igniting the spirits of his followers through unusual moves. He created what he called an upside down organisation.		Level 5	Evaluating

<p>His favourite presentation always focused on a novel organisation chart which showed salesmen right on top with the rest of the organisation under them, supporting their efforts. The CEO was at the bottom of that inverted pyramid, his role being to support the entire organisation. His other moves included the removal of status walls between people. 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 the projected salesmen as the real heroes of PepsiCo. Even the television commercials showed salesmen 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 this 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 cold 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.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. How PepsiCo India did have won the war with Coke? 2. What kind of strategy has adopted by Mr. Suman to get success for PepsiCo India? 	<p>(8)</p> <p>(7)</p>		
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UNIT – II – COMPETITIVE ADVANTAGE

SYLLABUS: Internal and External Environment – SWOT Analysis - Porter's Five Forces Model- Strategic Groups - National Competitive advantages (India) 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.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Define Environmental Scanning.	Level 1	Remembering
2.	List the important characteristics of Environment.	Level 2	Understanding
3.	Define the SWOT analysis.	Level 3	Applying
4.	What do you mean by Strategic groups?	Level 2	Understanding
5.	What are the five forces which affect an Industry's structure according to Porter?	Level 1	Remembering
6.	List the different types of barrier to entry.	Level 2	Understanding
7.	What is an Industry?	Level 1	Remembering
8.	What is Strategic Alliance?	Level 1	Remembering
9.	What is Competitive Advantage?	Level 1	Remembering
10.	What do you mean by Business Environment?	Level 2	Understanding
11.	What are the different types of Strategic groups?	Level 2	Understanding
12.	Write a few lines of VRIO.	Level 2	Understanding
13.	Give the meaning of Competencies.	Level 2	Understanding
14.	State any two characteristics of Core Competencies.	Level 2	Understanding
15.	What are Distinctive Competencies?	Level 2	Understanding
16.	Write a short on "Icarus Paradox".	Level 1	Remembering
17.	List the different types of Strategic Groups.	Level 2	Understanding
18.	What is 'Balances Scorecard'?	Level 1	Remembering
19.	State the conditions for achieving differentiation.	Level 3	Applying
20.	What is Focus Strategy?	Level 1	Remembering
21.	What do you mean by Cost Leadership Strategy?	Level 2	Understanding
22.	Define Benchmarking.	Level 2	Understanding
23.	What are Resources?	Level 3	Applying
24.	What do you mean by 'Value Chain Analysis'?	Level 3	Applying

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Discuss the Porter's Five Forces Model used in external environmental analysis.	(13)	Level 1	Remembering
2.	(i) Give an overview on national context and competitive advantage.	(6)	Level 1	Remembering
	(ii) Discuss the components of Porter's diamond model in brief.	(7)		
3.	Explain the internal and external environment's influencing business strategies.	(13)	Level 2	Understanding
4.	Discuss about the generic building blocks of competitive advantage.	(13)	Level 2	Understanding
5.	(i)What are the different elements of Distinctive Competence?	(7)	Level 1	Remembering
	(ii)Give the methods of building Distinctive Competence.	(6)		
6.	Explain the concepts of Industry Life Cycle in detail.	(13)	Level 2	Understanding
7.	Describe the Strategy framework for analysing competition.	(13)	Level 4	Analysing
8.	Explain the interaction between Resources, Capabilities and Core Competencies.	(13)	Level 2	Understanding
9.	Give a detailed description on Globalisation and Industry structure.	(13)		
10.	Describe the Competitive changes during Industry evolution.	(13)	Level 2	Understanding
11.	Write a detailed note on Industry analysis.	(13)		
12.	What do you mean by Resources? State the different types of Resources?	(13)	Level 1	Remembering
13.	Give the meaning of Capabilities. Discuss the types of Capabilities in various functional areas.	(13)	Level 2	Understanding
14.	Recall the following concepts to avoid failure and sustain competitive advantage?		Level 4	Analysing
	i) Focus on building blocks of competitive advantage	(3)		
	ii) Institute continuous improvement and learning.	(3)		
	iii) Track the best industrial practices.	(3)		
	iv) Overcome inertia	(4)		
15.	(i) Explain the Generic Building Blocks of Competitive Advantage?	(7)	Level 2	Understanding
	(ii) Discuss the durability of Competitive Advantage.	(6)		
16.	How can competitive advantage be achieved through low cost and differentiation?	(13)	Level 5	Evaluating

17.	How an Organisation can avoid failures and can sustain Competitive advantage? Describe in detail.	(13)	Level 5	Evaluating
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PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Using Porters Five Force Model, perform an external analysis for a shoe manufacturing Company.	(15)	Level 3	Applying
2.	Explain how managers can build competitive advantage for their firms.	(15)	Level 5	Evaluating
3.	<p>Started in 1965, ChemCo is a leading manufacturer of car batteries in the U.K. market. Since then, it has been under the charge of Mr. Jones, the founder-owner of the firm. In 1999, the company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Marek was appointed the Senior Vice President of marketing in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily. Mr. Marek wanted to introduce some radical changes in the advertising and branding of the new business but the proposal was turned down by the old fashioned Mr. Jones.</p> <p>At this juncture in 2002, the firm is losing heavily in the fork-lift batteries business and its market share in car batteries is also on a decline. Mr. Jones has asked Mr. Marek to show a turnaround in the company within a year. What steps should Mr. Marek take to take the company out of its troubles?</p>	(15)	Level 4	Analysing
4.	"Now a day's every Companies are going Global." Explain this statement.	(15)	Level 3	Applying
5.	Are Strategies and Policies as important in a non-business enterprise (such as a labour union, the state department, a hospital or a city fire department) as they are in a business? Why and how? Choose an organisation you know and identify its strengths and weaknesses. What are its special opportunities and threats in the external environment?	(15)	Level 4	Analysing

UNIT – III – STRATEGIES

SYLLABUS: The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies – Functional Strategy, Network Level Strategy, Business level strategy- Corporate Strategy- Vertical Integration- Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Corporate Portfolio Analysis - McKinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What do you mean by Corporate Level Strategy?	Level 2	Understanding
2.	Define Grand Strategy.	Level 1	Remembering
3.	Define Proceed with Caution Strategy.	Level 1	Remembering
4.	Identify the reasons to pursue Expansion Strategies.	Level 3	Applying
5.	Differentiate Merger and Acquisitions.	Level 2	Understanding
6.	What is Turnaround Strategy?	Level 1	Remembering
7.	Write about First Mover Advantages.	Level 2	Understanding
8.	Identify two Defensive Strategies.	Level 3	Applying
9.	What is Corporate Restructuring?	Level 1	Remembering
10.	Define Conglomerate diversification.	Level 1	Remembering
11.	What is Competitive advantage?	Level 1	Remembering
12.	Identify the problems in using BCG matrix.	Level 3	Applying
13.	Identify the factors influencing the Portfolio Strategy.	Level 3	Applying
14.	Write about Critical Success factors.	Level 2	Understanding
15.	State any four limitations of Business level strategy.	Level 2	Understanding
16.	Give any four benefits of Strategic analysis.	Level 2	Understanding
17.	Identify the reasons to pursue Combination Strategy.	Level 3	Applying
18.	What is ETOP?	Level 1	Remembering
19.	What is Strategic Advantage Profile?	Level 1	Remembering
20.	Define Strategic Choice.	Level 1	Remembering
21.	What is meant by Gap analysis?	Level 2	Understanding
22.	List the merits of GE nine cell.	Level 2	Understanding
23.	What do you mean by Balance Scorecard?	Level 2	Understanding

24.	Write about McKinsey 7-S model.	Level 2	Understanding
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PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Briefly discuss about the Generic Strategic alternatives.	(13)	Level 1	Remembering
2.	(i)What are Strategic alliances?	(3)	Level 1	Remembering
	(ii)Explain the types of Strategic Alliances in detail.	(10)		
3.	Discuss in detail the types of Diversification Strategies with suitable examples.	(13)	Level 2	Understanding
4.	Evaluate the most common reasons for diversifying in terms of their impact on Competitive advantage and Financial performance.	(13)	Level 5	Evaluating
5.	(i) What are Joint Ventures?	(3)	Level 1	Remembering
	(ii) Discuss the advantages and limitations of Joint Ventures.	(10)		
6.	Briefly explain why Companies usually follow a Stability Strategy.	(13)	Level 3	Applying
7.	Explain the process of Corporate Restructuring citing relevant examples wherever necessary.	(13)	Level 3	Applying
8.	Explain in detail Strategy in Global environment.	(13)	Level 1	Remembering
9.	Discuss the various types of Business Level Strategies.	(13)	Level 2	Understanding
10.	Give a detailed description on Building and Restructuring the corporation.	(13)	Level 4	Analysing
11.	What are the important issues to be looked into while constructing a business / product portfolio? How does Portfolio analysis help in arriving at Strategic Choice?	(13)	Level 3	Applying
12.	Explain Strategic analysis. Discuss the steps involved in the process of Strategic analysis.	(13)	Level 1	Remembering
13.	Describe ETOP study with the help of an example.	(13)	Level 2	Understanding
14.	Explain Mckinsey's 7S framework.	(13)	Level 1	Remembering
15.	Discuss SWOT analysis in detail.	(13)	Level 2	Understanding
16.	Explain in detail about Balanced Scorecard.	(13)	Level 1	Remembering

17.	Discuss the steps involved in the Selection of Matrix.	(13)	Level 2	Understanding
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PART - C				
S.N O	QUESTIONS		BT LEVEL	COMPETE NCE
1.	<p>Advertising costs money, which many businesses find themselves short of these days. But forgoing ad spending in favor of better profits can be a mistake. Experts say that in a slump, one of the best things you can do is adopt or increase your advertising strategy to attract customers. During a recession, this is especially true, as other businesses may be cutting back on their ad spending, making your voice even more prominent to customers. After seven years of growth, building from 30 to 300 locations, Firehouse Subs' growth fizzled, and company leaders realized they had to do something about it. So they returned local advertising fees collected from franchisees, not to put in their pockets, but to take hold of their own local marketing. Sales fell even more, revealing that this was not a good strategy at the time. Instead, Firehouse reclaimed their local marketing fee, and then gave franchisees the option to take part in a new marketing campaign, requiring them to pay double for local marketing, but in return, becoming part of an \$8 million advertising campaign poised for success. Experts commend Firehouse for having the courage to ask franchisees for more money where it was needed, even when times were tough.</p> <p>Questions:</p> <p>i. Discuss the strategy adopted by the company in detail. (8)</p> <p>ii. Critically review whether the strategy adopted in correct? (7)</p>		Level 3	Applying
2.	Stability strategies would work only when the firm is doing well and the environment is not excessively volatile- Explain the statement.	(15)	Level 5	Evaluating
3.	Assume a company of your own and conduct an ETOP and GAP analysis.	(15)	Level 4	Analysing
4.	Explain McKinsey's 7's framework and its utility to strategists.	(15)	Level 3	Applying
5.	'Assessment of the internal capabilities of the firm centers on the appraisal of performance in different functional areas'. Critically examine the statement.	(15)	Level 4	Analysing

UNIT – IV – STRATEGY IMPLEMENTATION & EVALUATION

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

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Define Strategy implementation.	Level 1	Remembering
2.	What do you mean by Resource allocation?	Level 1	Remembering
3.	Identify the factors affecting Resource allocation.	Level 3	Applying
4.	Define Organisational Structure.	Level 1	Remembering
5.	What is Organisational Design?	Level 1	Remembering
6.	List the roles of Organisational Structure.	Level 2	Understanding
7.	What is a Network Structure?	Level 1	Remembering
8.	Identify the relationship between Strategy and Structure,	Level 3	Applying
9.	Define Strategic Control.	Level 1	Remembering
10.	What is Premise Control?	Level 1	Remembering
11.	Write about Strategic Surveillance.	Level 2	Understanding
12.	Give the meaning of Special alert Control.	Level 2	Understanding
13.	What is Feedback?	Level 1	Remembering
14.	Give the importance of Strategic Evaluation and Control.	Level 2	Understanding
15.	Define the term Strategic Change.	Level 1	Remembering
16.	Define Politics.	Level 1	Remembering
17.	What is Resistance to Change?	Level 1	Remembering
18.	What do you mean by Strategic Evaluation?	Level 1	Remembering
19.	Give the importance of Strategic Evaluation and Control.	Level 2	Understanding
20.	Define Conflict.	Level 1	Remembering
21.	Identify the sources of Power.	Level 3	Applying
22.	What is Proactive Change?	Level 1	Remembering
23.	Write about Performance Gaps.	Level 2	Understanding

24.	Write a short note on Social Displacement.	Level 2	Understanding
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PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Discuss the steps involved in the Strategy implementation process. Also state the barriers in Strategy implementation.	(13)	Level 1	Remembering
2.	(i) Explain the approaches to Resource allocation.	(6)	Level 1	Remembering
	(ii) State the factors that affect Resource allocation.	(7)		
3.	Give a detailed description on designing Organisational Structure.	(13)	Level 2	Understanding
4.	Explain why Organisational Structure is so important in Strategy implementation.	(13)	Level 2	Understanding
5.	(i) What is Strategic Evaluation and Control?	(3)	Level 1	Remembering
	(ii) Discuss the steps involved in designing Strategic Control systems in brief.	(10)		
6.	"Resource allocation is one of the important processes in an Organisation." Explain. What are the bases for Resource allocation?	(13)	Level 4	Analysing
7.	Why do large companies follow the Divisional Structure of Organisations? Do you think this structural form is superior to that of a Functional form?	(13)	Level 5	Evaluating
8.	Write a detailed note on the techniques of Strategic Evaluation and Control.	(13)	Level 1	Remembering
9.	Give a detailed note on Matching Structure and Control to Strategy.	(13)	Level 1	Remembering
10.	(i) What is meant by implementing Strategic Change?	(3)	Level 2	Understanding
	(ii) Discuss the issues in implementing Strategic Change in brief.	(10)		
11.	What kind of barriers are there in Strategy Evaluation and Control? Suggest suitable ways to overcome these barriers.	(13)	Level 4	Analysing
12.	"Different Organisational forms result from different types of growth" Explain.	(13)	Level 4	Analysing

13.	Outline the various qualitative and quantitative criteria for strategy evaluation and control. State the problems faced by Strategists while meeting those criteria.	(13)	Level 1	Remembering
14.	Why do some people engage in Organisational Politics? name some Political tactics that are frequently used in modern organisations.	(13)	Level 5	Evaluating
15.	What different types of Power can one person exercise over another? Are they interrelated? Explain	(13)	Level 4	Analysing
16.	Discuss the various types of Conflicts in detail	(13)	Level 4	Analysing
17.	How do you resolve the conflict and through which way?	(13)	Level 5	Evaluating

PART - C				
S.N O	QUESTIONS		BT LEVEL	COMPETENCE
1.	Why is Leadership an important element in Strategy implementation? Using an example, state how a CEO has implemented innovative strategies in a unique way.	(15)	Level 3	Applying
2.	Imagine and develop an organizational structure for a leading automobile company and explain key roles played by authority present in the structure. Also, analyse the Pros and Cons of the Structure.	(15)	Level 5	Evaluating
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		Level 4	Analysing

	<p>management and client satisfaction, but also on repeat business and anticipating client's future strategic needs. The balanced scorecard helped successfully steer the transformation of Infosys from a technology outsource to leading business 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, Business Week IT 100, and Business Week Most Innovative Companies lists.</p> <p>Questions:</p> <p>i. Make a balance scorecard report for Infosys in your own understanding.</p> <p>ii. Suggest measures to prepare balance scorecard for Infosys</p>	(8) (7)		
4.	Take the case of an MNC operating in the FMCG sector. What steps should it take to allocate its resources to different competing divisions? What kind of problems could be expected to surface during such an exercise? How can they be dealt with?	(15)	Level 3	Applying
5.	"Evaluation of Strategy is a difficult exercise." Do you agree with this statement? Give reasons.	(15)	Level 4	Analysing

UNIT – V – OTHER STRATEGIC ISSUES

SYLLABUS: Managing Technology and Innovation-Strategic issues for Non-Profit Organisations. New Business Models and strategies for Internet Economy.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What do you mean by Technology Management?	Level 1	Remembering
2.	Define Innovation.	Level 1	Remembering
3.	What are the components of Technology?	Level 1	Remembering
4.	Identify the relationship between Technology and Competitive advantage?	Level 3	Applying
5.	State the meaning of In-house development of Technology.	Level 1	Remembering
6.	Define e-commerce.	Level 1	Remembering
7.	What are "brick - and - click" Strategies?	Level 1	Remembering
8.	Mention the different types of NGOs.	Level 2	Understanding
9.	What is NGO?	Level 1	Remembering
10.	Write about Strategic Piggybacking.	Level 2	Understanding
11.	What are Mergers?	Level 1	Remembering
12.	Define Ethics.	Level 1	Remembering
13.	What is Ethical behaviour?	Level 1	Remembering
14.	What is Social Audit?	Level 1	Remembering
15.	Identify the Strategic Issues.	Level 3	Applying
16.	What is Internet Economy?	Level 1	Remembering
17.	Write a short note on Environmental Protection Act, 1986.	Level 2	Understanding
18.	List any two unethical behaviour of Managers.	Level 2	Understanding
19.	Write a short note on e-business.	Level 2	Understanding
20.	What is C2B?	Level 1	Remembering
21.	Write about e-procurement.	Level 2	Understanding
22.	What is e-venture?	Level 1	Remembering
23.	What is a Revenue model?	Level 1	Remembering
24.	Write a short note on Non-Profit Organisation.	Level 2	Understanding

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Define 'Technology'. Explain why it is important to win the technology race in modern times.	(13)	Level 1	Remembering
2.	(i)What is the relationship between Technology Development and Strategic Planning?	(6)	Level 4	Analysis
	(ii)How can a firm design an appropriate technology strategy?	(7)		
3.	Explain the important phases of the Technology lifecycle, using examples wherever necessary.	(13)	Level 2	Understanding
4.	Discuss the steps involved in the Innovation process.	(13)	Level 2	Understanding
5.	(i)Write a note on managing Technology and Innovation.	(5)	Level 1	Remembering
	(ii)"Technology and Innovation helps in smooth running of business", Comment.	(8)		
6.	Discuss the Strategic issues in managing Innovation and Technology.	(13)	Level 1	Remembering
7.	Describe the Strategic issues for Non-Profit Organisations.	(13)	Level 1	Remembering
8.	Discuss how Innovation is fostered in any two Industries of your choice.	(13)	Level 1	Remembering
9.	Define 'Technology Forecasting'. List the various techniques of Technology Forecasting.	(13)	Level 2	Understanding
10.	Outline the reasons why modern Companies need to undertake Social Audit voluntarily.	(13)	Level 3	Applying
11.	Are the Ethics of Business and its Managers changing? Discuss.	(13)	Level 5	Evaluating
12.	How does Internet affect the Business competition?	(13)	Level 4	Analysing
13.	What are the various competitive Strategies of the Business?	(13)	Level 1	Remembering
14.	Explain the concepts and ideas of New Business Model.	(13)	Level 2	Understanding
15.	Explain the strategy shaping characteristics of e-commerce environment.	(13)	Level 4	Analysing

16.	Explain the impact of Internet on Strategies of Business Organisations. Give examples.	(13)	Level 5	Evaluating
17.	Discuss the new Business Model and Strategies for Internet Economy.	(13)	Level 1	Remembering

PART - C

S.N O	QUESTIONS		BT LEVEL	COMPETE NCE
1.	Explain the concept of E-commerce business organization with an example.	(15)	Level 3	Applying
2.	Prepare a detailed note of your understanding about the strategic issues. Take a company of your choice, study their strategic environment and their strategic issues they are facing, include those all strategic issues of that particular company.	(15)	Level 5	Evaluating
3.	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. Kutargi 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 through the ranks to manage this new area and continue to grow Sony's business, making the 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	(15)	Level 4	Analysing

	<p>remarkably profitable investment changing the future of Sony's business. Great companies recognize talent and innovation lurking within their organizations. No one understands businesses' daily operations 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 business solutions. Critically analyze the case and throw the light on the concepts covered.</p>			
4.	<p>"R&D must be integrated to the Corporate Strategy". Why it is necessary to do so? What would happen when both are not welded properly?</p>	(15)	Level 3	Applying
5.	<p>"Technology is a valuable Strategic resource". Comment on it.</p>	(15)	Level 4	Analysing