



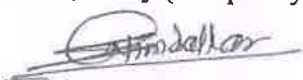
ACADEMIC FILE - SUMMARY SHEET

Class	MBA-II	Semester	III
Subject Code and Name	301 - Strategic Management	Faculty	Dr. Sagar Nimbaltekar

Respected Sir,

Please find enclosed here with following documents for your verification and approval.

1. Time Table
2. Syllabus
3. Teaching Plan
4. Program Outcomes, Course Objectives and Course Outcomes
5. Program Outcome and Course Outcome Correlation Matrix
6. Course Outcome Attainment Level (Table and Histogram)
7. Attendance sheet
8. Lecture Record
9. Unit Test Question paper
10. Mark-sheet of unit test
11. Prelim Exam Question paper
12. Mark-sheet of prelim exam
13. Assignment
14. Internal performance of the student
15. Student wise course outcome attainment
16. Question Bank
17. Study Material / Notes
18. Other, if any (Pl. specify)

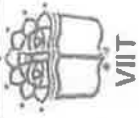

[Subject Teacher]


[Head of the Department]


[Director]


Director

Vidya Pratishthan's
Institute of Information Technology
Managari, Baramati Dist, Pune



Vidya Pratishthan's
INSTITUTE OF INFORMATION TECHNOLOGY, BARAMATI
(ACCREDITED BY NAAC WITH "B" GRADE)

Time Table: 21 Dec. 2022 – Jan. 2023

MBA-II, SEM-III

Class Room: C-3

Time	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
9.00-10.00	CG (NK)	SM (SN)	IC (NK)	MNPO (NK)	IBE (AK)	IC (NK)
10.00-10.30			Tea Break			
10.30-11.30	IBE (AK)	AFM(YN)/ MA(MS)/ SHRM(AK)	SM (SN)	DS (SP)	MNPO (NK)	Guest Session by Industry Expert
11.30-12.30	SM (SN)	CG (NK)	TAFM(YN)/ TM(NK)	DS (SP)	DS (SP)	
12.30-1.30	FM(NK)/ IHR(AK)	SDM(AA)/ HRO(SN)	FM(NK)/ IHR(AK)	PMS(SN)/ IM(AA)	PMS(SN)/ IM(AA)	SDA
1.30-2.30			Lunch Break			
2.30-3.30	AFM(YN)/ MA(MS)/ SHRM(AK)	IS-III (NK)	SDM(AA)/ HRO(SN)	SD-I (AK)	TAFM(YN)/ TM(NK)	
3.30-4.30	SDM(AA)/ HRO(SN)	AFM(YN)/ SHRM(AK)	SD-I (AK)	SIP	SIP	Sports
4.30-5.00						

Specialization	Sub. Code	Subject	Students	Faculty
Common Subjects	301-SM	Strategic Management	69	Dr. Sagar Nimbalkar
	302-DS	Decision Science	69	Dr. Santosh Parakh
	303-SIP	Summer Internship Project	69	All Faculties
Electives-University Level	307-IBE	International Business Environment	69	Mrs. Anuradha Kadam
	310-CG	Corporate Governance	69	Ms. Nilophar Khan
	311-MNPO	Management of Non-profit Organizations	69	Ms. Nilophar Khan
Other Subjects	SD-I	Skill Development-I	69	Mrs. Anuradha Kadam
	IS-III	Information Security-III	69	Ms. Nilophar Khan
	IC	Introduction to Constitution	69	Ms. Nilophar Khan

Semester III 301– Strategic Management

Credits LTP: 2:1:1 Compulsory Generic Core

Course Outcomes: On successful completion of the course the learner will be able to

CO301.1 REMEMBERING DESCRIBE the basic terms and concepts in Strategic Management.

CO301.2 UNDERSTANDING EXPLAIN the various facets of Strategic Management in a real world context.

CO301.3 UNDERSTANDING DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.

CO301.4 APPLYING INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.

CO301.5 ANALYSING EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.

CO301.6 CREATING DEVELOP the capability to view the firm in its totality in the context of its environment.

1. Understanding Strategy: Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. (7+2)

2. Analyzing Company's Internal Environment: Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic

Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model. (7+2)

3. Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. (7+2)

4. Strategy Implementation: Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate

Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation. (7+2)

5. Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business – Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. (7+2)

Suggested Text Books:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad, .
4. Blue Ocean Strategy by Kim & Mauborgne

301 - Strategic Management Internal -

- 1) Case Study - U, A, A -
- 2) Presentation - U, E -
- 3) SAP & ETOP - C -
- 4) Unit Tests - R. -

Vidya Pratishthan's

Institute of Information Technology, Baramati

Teaching Plan (Academic Year 2022-23)

Class	MBA - II yr.	Semester	III
Subject Code & Subject	301- Strategic Management	Teacher	Dr. Sagar Nimbalkar
Course Outcomes	<p>DESCRIBE the basic terms and concepts in Strategic Management.</p> <p>DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.</p> <p>EXPLAIN the various facets of Strategic Management in a real world context.</p> <p>INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.</p> <p>EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.</p> <p>DEVELOP the capability to view the firm in its totality in the context of its environment.</p>		
Chapter No.	Chapter Name	Contents	Teaching Methodology
1	Understanding Strategy:	<p>Concept of strategy. Levels of Strategy - Corporate, Business and Functional.</p> <p>Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process,</p> <p>Stakeholders in business, Roles of stakeholder in strategic management.</p> <p>Strategic Intent – Meaning, Hierarchy, Attributes</p> <p>Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements.</p> <p>Business definition using Abell's three dimensions.</p> <p>Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).</p> <p>Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile.</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers.</p>	<p>Lecture, Assignments & Case Study</p> <p align="center">9</p>

Chapter No.	Chapter Name	Contents	Teaching Methodology	No. of Sessions required
2	Analyzing Company's Internal Environment	<p>Resource based view of a firm. Analyzing Company's Resources and Competitive Position</p> <p>Meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage.</p> <p>VRIO Framework, Core Competence, characteristics of core competencies, Dis Benchmarking as a method of comparative analysis.</p> <p>Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>Organizational Capability Profile: Strategic Advantage Profile</p> <p>Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering.</p> <p>Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.</p> <p>Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.</p> <p>Grand Strategies: Growth - Diversification Strategies, Vertical Integration Strategies</p> <p>Grand Strategies: Growth - Mergers, Acquisition & Takeover Strategies.</p> <p>Grand Strategies: Growth - Strategic Alliances & Collaborative Partnerships), Stability Strategies</p> <p>Stability Strategies</p> <p>Retrenchment – Turnaround and Divestment</p> <p>Retrenchment – Liquidation</p> <p>Retrenchment – Outsourcing Strategies.</p>	Lecture, Assignments & Case Study	9
3	Generic Competitive Strategies		Lecture, Assignments & Case Study	9

Deekshant
Director

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Vidyavanani, Baramati Dist, Pune

Chapter No.	Chapter Name	Contents	Teaching Methodology	No. of Sessions required
4	Strategy Implementation	<p>Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies.</p> <p>Mc Kinsey's 7s Framework.</p> <p>Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy</p> <p>Organizational design for stable Vs. turbulent environment.</p> <p>Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering</p> <p>Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO).</p> <p>Strategy Evaluation: Operations Control and Strategic Control</p> <p>Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.</p> <p>Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.</p> <p>Difference between blue & red ocean strategies, principles of blue ocean strategy,</p> <p>Strategy Canvass & Value Curves</p> <p>Four Action framework</p> <p>Business Models: Meaning & components of business models</p> <p>new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business</p> <p>Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline.</p> <p>Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline.</p> <p>Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management</p> <p>Meaning of triple bottom line, people-planet-profits.</p>	Lecture, Assignments & Case Study	9
5	Blue Ocean Strategy	<p>Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline.</p> <p>Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline.</p> <p>Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management</p> <p>Meaning of triple bottom line, people-planet-profits.</p>	Lecture, Assignments & Case Study	9

Text Books:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
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3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Reference

Books:

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad, .
4. Blue Ocean Strategy by Kim & Mauborgne



Signature of Teacher

Signature of Director



Director

Vidya Pratishthan's
Institute of Information Technology
Vidyapegar, Baramati Dist, Pune



ACADEMIC YEAR 2022-23
301- Strategic Management

MBA Program Outcomes (PO's)	
By the culmination of this program, the post graduate acquires the ability	
PO1	Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
PO2	Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
PO3	Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO4	Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO5	Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
PO6	Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
PO7	Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
PO8	Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
PO9	Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
PO10	Lifelong Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

301 SM – Course Outcomes (CO's)	
CO 1	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	EXPLAIN the various facets of Strategic Management in a real world context.
CO 3	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 5	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	DEVELOP the capability to view the firm in its totality in the context of its environment.



301 SM: CO PO Mapping										
Program Outcomes (PO)	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
Course Outcome (CO)										
CO 1										
CO 2										
CO 3										
CO 4										
CO 5										
CO 6										

H: High (3), M: Medium (2) and L: Low (1)



ACADEMIC YEAR 2022-23
301- Strategic Management

MBA Program Outcomes (PO's)	
By the culmination of this program, the post graduate acquires the ability	
PO1	Conceptual clarity about modern business management concepts to be able to work as a professional in a competitive business environment.
PO2	Apply knowledge of management theories and practices to solve business problems.
PO3	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to develop Value based Leadership ability.
PO5	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO6	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

301 SM – Course Outcomes (CO's)	
CO 1	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	EXPLAIN the various facets of Strategic Management in a <u>real world context</u> .
CO 3	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 5	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	DEVELOP the capability to view the firm in its totality in the context of its environment.

301 SM: CO PO Mapping							
Course Outcomes (CO)		CO 1	CO 2	CO 3	CO 4	CO 5	CO 6
Program Outcome (PO)							
Generic & Domain Knowledge	PO 1	✓ 3	✓ 2	✓ 1	✓ 2	✓ 2	✓ 2
Problem Solving & Innovation	PO 2	✓ 2	✓ 2	✓ 3	✓ 2	✓ 3	✓ 3
Critical Thinking	PO 3		✓ 2	✓ 3	✓ 2	✓ 3	✓ 3
Effective Comm ⁿ	PO 4			✓ 1		✓ 3	
Leadership & Teamwork	PO 5	✓ 1	✓ 1	✓ 3	✓ 2	✓ 2	
Global orientation & cross-cultural Application	PO 6	✓ 1	✓ 1	✓ 1	✓ 1	✓ 2	✓ 2
Entrepreneurship	PO 7	✓ 1	✓ 1				X
Environmental Sustainability	PO 8	✓ 1	✓ 1	✓ 1	✓ 1	✓ 1	✓ 2
Social Responsibility & Ethics	PO 9	✓ 1	✓ 1	✓ 1	✓ 1	✓ 1	✓ 2
Lifelong Learning	PO 10	✓ 2	✓ 1	✓ 1	✓ 2	✓ 2	✓ 2
		1.5	1.33	1.66	1.62	2.11	2.28

H: High, M: Medium and L: Low

Roll No.	Name of the student	Unit Tests	Seminar Presentation		Case studies	ETOP and SAP Profiles	Total	Out of 50	Attendance	
			Seminar Report	Present.						
		25	10	15	25	25	100	50	43	100
51	Patil Aniket Audumbar	20	8	0	20	21	69	34.5 ✓	0	0.0
52	Pawar Pranay Vikas	24	10	6	20	22	82	41 ✓	14	32.6
53	Pawar Pratik Sudhir	0	0	0	0	0	0	0	0	0.0
54	Pawar Pratiksha Sumil	20	8	7	20	21	76	38 ✓	13	30.2
55	Pawar Tejas Sanjay	24	7	11	23	22	87	43.5 ✓	33	76.7
56	Pisal Ajinkya Sanjay	24	8	7	23	22	84	42 ✓	20	46.5
57	Rachcha Shubham Sandeep	15	8	7	20	20	70	35 ✓	10	23.3
58	Shahane Sanket Mahendra	15	8	7	20	21	71	35.5 ✓	0	0.0
59	Shaikh Ayesha Aji	15	10	7	18	21	71	35.5 ✓	0	0.0
60	Shaikh Muskan Chhagan	20	10	12	23	22	87	43.5 ✓	21	48.8
61	Sonawale Gayatri Suresh	15	10	12	20	22	79	39.5 ✓	18	41.9
62	Thorat Ambika Babasaheb	15	10	11	20	21	77	38.5 ✓	1	2.3
63	Thorat Kirtee Santosh	24	9	11	20	22	86	43 ✓	16	37.2
64	Waghmare Pratik S.	15	6	10	20	21	72	36 ✓	5	11.6
65	Yadav Shweta Hanumant	15	8	8	21	21	73	36.5 ✓	3	7.0
66	Yadav Tejas Kantilal	0	10	7	20	20	57	28.5 ✓	0	0.0
67	Zagade Kunal Nanaso	15	9	10	23	22	79	39.5 ✓	21	48.8
68	Zagade Mangesh Babu	0	0	0	0	0	0	0 Ab	1	2.3
69	Zagade Tejraj Dilip	5	6	12	20	21	64	32 ✓	2	4.7

28565

Average 17.49 ~~17.49~~ 8.30 9.39 20.50

No. of students more than average - 33 36 38 35

Percentage of students more than average - ~~58.38%~~ 55.55%

Criteria for attainment 57.14 61.90 55.55

> 70% - 3

61 to 70% - 2

51 to 60% - 1

2

1

1

1

1

MBA - II yr. III semester 2022-23

Internal Evaluation

Subject: 301- Strategic Management

Roll No.	Name of the student	Unit Tests	Seminar Presentation		Case studies	ETOP and SAP Profiles	Total	Out of 50	Attendance	
			Seminar Report	Present.						
		25	10	15	25	25	100	50	43	100
1	Awakire Utkarsha Gangaram	20	10	11	22	22	85	42.5 ✓	23	53.5
2	Bhalerao Shweta Sanjay	24	10	13	23	23	93	46.5 ✓	15	34.9
3	Bhosale Prajktia Pradip	24	10	11	22	23	90	45 ✓	22	51.2
4	Bhosale Pranav Dilip	15	07	07	20	20	69.5	34.75 ✓	0	0.0
5	Bhosale Shivanjali Vikram	24	10	10	22	22	88	44 ✓	23	53.5
6	Damodare Pranita C.	15	8	8	20	20	71	35.5 ✓	0	0.0
7	Deshmukh Samruddhi Anil	15	6	7	22	21	71	35.5 ✓	11	25.6
8	Deshmukh Vinaya R.	24	10	12	20	22	88	44 ✓	21	48.8
9	Dhadwad Manoj Bajirao	15	10	7	22	21	75	37.5 ✓	14	32.6
10	Dhapate Rushikesh Satish	0	0	0	0	0	0	0	1	2.3
11	Divekar Siyon Sandeep	20	8	12	20	22	82	41 ✓	12	27.9
12	Gaikwad Durgsingh Malojirao	15	5	7	20	21	68	34 ✓	0	0.0
13	Gaikwad Mayur Ankush	0	0	0	0	0	0	0	0	0.0
14	Gaikwad Mayur Dashrath	20	8	7	23	22	80	40 ✓	18	41.9
15	Galinde Snehit Ravindra	15	10	12	20	21	78	39 ✓	5	11.6
16	Ghadge Aashish Sanjay	24	9	12	22	22	89	44.5 ✓	29	67.4
17	Ghanwat Ruchita Avinash	24	10	12	23	22	91	45.5 ✓	27	62.8
18	Godase Vaishali Baban	20	10	11	23	21	85	42.5 ✓	22	51.2
19	Inamdar Maithili Jitendra	24	10	13	23	22	92	46 ✓	27	62.8
20	Jadhav Anuja Sharad	24	10	12	23	22	91	45.5 ✓	25	58.1
21	Jadhav Karansinh Dattaji	20	7	12	20	22	81	40.5 ✓	19	44.2
22	Jadhav Shivani Baban	24	10	10	23	22	89	44.5 ✓	22	51.2
23	Jadhav Tejas Sanjay	0	0	0	0	0	0	0	0	0.0
24	Jagadale Vaishnavi Rupchand	24	10	14	23	22	93	46.5 ✓	32	74.4

★

(Signature)

(Signature)
Director

Vidya Pratishthan's
Information Technology
Vidyanagar, Saramati Dist, Pune

Roll No.	Name of the student	Unit Tests	Seminar Presentation		Case studies	ETOP and SAP Profiles	Total	Out of 50	Attendance	
			Seminar Report	Present.						
		25	10	15	25	25	100	50	43	100
25	Jagtap Shreyash Dattatray	15	10	13	23	22	83	41.5 ✓	16	37.2
26	Jamdade Aniket Anil	15	8	7	20	20	70	35 ✓	0	0.0
27	Jarande Rushikesh Ganpatrao	15	10	15	23	22	85	42.5 ✓	19	44.2
28	Kale Radhika Santosh	20	9	12	23	22	86	43 ✓	28	65.1
29	Kanase Gayatri Shashikant	15	10	9	22	21	77	38.5 ✓	16	37.2
30	Khade Shubham Deepak	15	8	11	20	21	75	37.5 ✓	12	27.9
31	Khaladkar Vaishnavi Vinayak	15	8	10	22	21	76	38 ✓	10	23.3
32	Khandale Shrikant Rohidas	0	0	0	0	0	0	0	0	0.0
33	Kokare Akanksha Deepak	20	10	12	22	22	86	43 ✓	26	60.5
34	Kokare Kiran Satish	20	8	12	23	22	85	42.5 ✓	18	41.9
35	Kokate Shubham Shivaji	10	10	7	20	20	67	33.5 ✓	0	0.0
36	Lad Apurva Jayant	24	7	12	23	22	88	44 ✓	25	58.1
37	Lambate Onkar Shankar	24	10	12	20	22	88	44 ✓	22	51.2
38	Malgunde Kunal Bhagwan	0	0	0	0	0	0	0	0	0.0
39	Mane Ganesh Rajendra	0	0	0	0	0	0	0	0	0.0
40	Mane Yash Ramesh	20	9	8	22	20	79	39.5 ✓	14	32.6
41	Masugade Kanhaiya Mohan	24	6	12	23	22	87	43.5 ✓	28	65.1
42	Mohite Divya Arvind	15	8	7	20	21	71	35.5 ✓	0	0.0
43	More Shubham Masa	0	0	0	0	0	0	0	0	0.0
44	Mujawar Arshad Javed	15	7	10	20	21	73	36.5 ✓	7	16.3
45	Nanaware Nikita Subhash	10	7	9	20	20	64	32.0	0	0.0
46	Nikam Swanand Krishnat	15	10	13	23	22	83	41.5 ✓	24	55.8
47	Nimbalkar Pranit Dilip	24	9	11	23	21	88	44 ✓	13	30.2
48	Pachundkar Nikita Raghunath	20	10	15	23	22	90	45 ✓	22	51.2
49	Pansare Sandip Kanifnath	20	9	0	22	21	72	36 ✓	4	9.3
50	Pathan Samir Shaikhilal	20	7	12	23	22	84	42 ✓	24	55.8

28592

* 28574

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Preliminary Examination- January 2023

Date: 23 /01/2023

Time: 02: 15 Hours

Class: MBA - II

Max. Marks 50

Subject: 301- STRATEGIC MANAGEMENT

Instructions:

- i) All questions are compulsory.
- ii) All questions carry equal marks (10).

	Applicable CO						Questions	Marks
	CO1	CO2	CO3	CO4	CO5	CO6		
Action VC	Remembering	Understand	Applying	Analyzing	Evaluating	Creating		
Q.1	✓	✓					Attempt any 5 questions(2 marks each) a. Draw a neat labeled diagram of BCG matrix b. The corporate strategy of expansion is followed when an organization aims at high growth by substantially broadening the scope of one or more of its businesses in terms of their _____ and _____ -singly or jointly- in order to improve its overall performance. c. Draw a neat labeled diagram of GE-9 cell matrix d. Define the terms, CSF and KPI e. Enlist examples of entry and exit barriers. f. Classify and enlist business environmental factors g. Enlist the levels of strategy with example. h. Enlist different types of benchmarking.	10
Q.2		✓	✓				Attempt any 2 questions(5 marks each) a. Describe the Porter's Five forces Model of Competition. b. Write a note on VRIO Framework c. Describe various ways of leveraging the resources	10
Q.3	✓		✓	✓			a. Discuss various concentration strategies and describe its advantages and limitations. or b. Describe the reasons why related and unrelated diversification is adopted? What are the risks involved in diversification?	10

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Q.4				✓	✓		<p>a. Consider any organization in an industry of your choice. Prepare an organizational capability profile and summarize the result in the form of a strategic advantage profile, clearly indicating the nature of the impact of the different capability factors.</p> <p>or</p> <p>b. Explain in detail Value Chain Analysis as a technique of organizational appraisal.</p>	10
Q.5					✓	✓	<p>a. Select any organization of your choice. Identify the high priority environmental factors in its relevant environment. Use this information to prepare a summary ETOP for the organization.</p> <p>or</p> <p>b. Consider any industry of your choice and point out the critical success factors for an organization in that industry. Attempt to formulate objectives and devise measures of performance on the basis of the critical success factors you have identified.</p>	10

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ACADEMIC YEAR 2022-23
301- Strategic Management

MBA Program Outcomes (PO's)	
By the culmination of this program, the post graduate acquires the ability	
PO1	Conceptual clarity about modern business management concepts to be able to work as a professional in a competitive business environment.
PO2	Apply knowledge of management theories and practices to solve business problems.
PO3	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to develop Value based Leadership ability.
PO5	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO6	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

301 SM – Course Outcomes (CO's)	
CO 1	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	EXPLAIN the various facets of Strategic Management in a real world context.
CO 3	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 5	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	DEVELOP the capability to view the firm in its totality in the context of its environment.

301 SM: CO PO Mapping						
Course Outcomes (CO)	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6
Program Outcome (PO)						
PO 1	H	H	H	H	M	M
PO 2	L	L	H	M	L	L
PO 3	L	L	L	H	M	H
PO 4	M	M	M	L	M	M
PO 5	M	L	L	H	L	M
PO 6	L	L	L	M	M	L

H: High, M: Medium and L: Low


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MBA I Semester I -- Attendance Sheet (Dec. 2021 to May 2022)

Faculty: *Dr. Sagar Nimbelkar* Sub Code: *301* Subject: *Strategic Management* Month: *November 2022*

Roll No	Lecture Date →	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Total	Percent	
1	Awakire Utkarsha Gangaram																							
2	Bhalerao Shweta Sanjay																							
3	Bhosale Prajakta Pradip																							
4	Bhosale Pranav Dilip																							
5	Bhosale Shivanjali Vikram																							
6	Damodare Pranita Chandrakant																							
7	Deshmukh Samruddhi Anil																							
8	Deshmukh Vinaya Ramchandra																							
9	Dhadwad Manoj Bajirao																							
10	Dhapate Rushikesh Satish																							
11	Divekar Siyon Sandeep																							
12	Gaikwad Durgsingh Malojirao																							
13	Gaikwad Mayur Ankush																							
14	Gaikwad Mayur Dashrath																							
15	Galinde Snehit Ravindra																							
16	Ghadge Aashish Sanjay																							
17	Ghanwat Ruchita Avinash																							
18	Godase Vaishali Baban																							
19	Inamdar Maithili Jitendra																							
20	Jadhav Anuja Sharad																							
21	Jadhav Karansinh Dattaji																							
22	Jadhav Shivani Baban																							
23	Jadhav Tejas Sanjay																							
24	Jagdale Vaishnavi Rupchand																							
25	Jagtap Shreyash Dattatray																							
26	Jamade Aniket Anil																							
27	Jarande Rushikesh Ganpatrao																							
Total Students Present																								
Signature												Faculty										HOD		

Vidya Pratishthan's INSTITUTE OF INFORMATION TECHNOLOGY, BARAMATI

MBA I Semester I – Attendance Sheet (Dec. 2021 to May 2022)

Faculty: Dr. Sagar Nimhalwar Sub Code: 301 Subject: Statistics Month: November 2022

Roll No	Lecture Date →	Date																				Total	Percentage
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
28	Kale Radhika Santosh																					19/20	
29	Kanase Gayatri Shashikant																					19/20	
30	Khade Shubham Dipak																					19/20	
31	Khaladkar Vaisnava Vinayak																					19/20	
32	Khandale Shrikant Rohidas																					19/20	
33	Kokare Akanksha Deepak																					19/20	
34	Kokare Kiran Satish																					19/20	
35	Kokate Shubham Shivraji																					19/20	
36	Lad Apurva Jayant																					19/20	
37	Lambate Onkar Shankar																					19/20	
38	Malgunde Kunal Bhagwan																					19/20	
39	Mane Ganesha Rajendra																					19/20	
40	Mane Yash Ramesh																					19/20	
41	Masugade Kanhaiya Mohan																					19/20	
42	Mohite Divya Arvind																					19/20	
43	More Shubham Masa																					19/20	
44	Mujawar Arshad Javed																					19/20	
45	Nanaware Nikita Subhash																					19/20	
46	Nikam Swarnand Krishnat																					19/20	
47	Nimbalkar Pranit Dilip																					19/20	
48	Pachundkar Nikita Rajghnath																					19/20	
49	Pansare Sandip Kariffath																					19/20	
50	Pathan Samir Shaikhhal																					19/20	
51	Patil Aniket Avdumbar																					19/20	
52	Pawar Pramay Vikas																					19/20	
53	Pawar Pratik Sudhir																					19/20	
54	Pawar Pratiksha Sunil																					19/20	
Total Students Present																							
Signature		Faculty										HOD											

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MBA I Semester I - Attendance Sheet (Dec. 2021 to May 2022)

Faculty: Dr. Sagor Nimbulkar Sub Code: 301 Subject: Strategic Management Month: November-2022

Roll No	Lecture Date →	Date																				Total	Perun Lage					
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20							
55	Pawar Tejas Sanjay																											
56	Pisal Ajinkya Sanjay																											
57	Rachcha Shubham Sandeep																											
58	Shahane Sanket Mahendra																											
59	Shaikh Ayesha Aji																											
60	Shaikh Muskan Chhagan																											
61	Sonawale Gayatri Suresh																											
62	Thorat Ambika Babasaheb																											
63	Thorat Kirtee Santosh																											
64	Waghmare Pratik Shirishikumar																											
65	Yadav Shweta Hanuman																											
66	Yadav Tejas Kantilal																											
67	Zagade Kunal Nanaso																											
68	Zagade Mangesh Bapu																											
69	Zagade Tejraj Dilip																											
Total Students Present		05	03	02	15	15	21	19	25	23	16	15	28	30	36	27	25	19	21	23	22							90
Signature												HOD																

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MBA II Semester III - Attendance Sheet (Nov. 2022 to Jan. 2023)

Faculty: Dr. Sagar Nimbalkar Sub Code: 1301 Subject: Strategic Management / Month: Dec. 2022

Roll No	Lecture Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Total	Percentage
1	Awakire Utkarsha Gangaram																						28
2	Bhalerao Shweta Sanjay																						19
3	Bhosale Prajakta Pradip																						12
4	Bhosale Pranav Dilip																						17
5	Bhosale Shivanjali Vikram																						00
6	Damodare Pranita Chandrakant																						00
7	Deshmukh Samruddhi Anil																						10
8	Deshmukh Vinaya Ramchandra																						16
9	Dhadwad Manoj Bajirao																						09
10	Dhapate Rushikesh Satish																						01
11	Divekar Siyon Sandeep																						00
12	Gaikwad Durgsingh Malojirao																						00
13	Gaikwad Mayur Ankush																						00
14	Gaikwad Mayur Dashaerath																						12
15	Galinde Snehit Ravindra																						02
16	Ghadge Aashish Sanjay																						23
17	Ghanwat Ruchita Avinash																						21
18	Godase Vaishali Baban																						13
19	Inamdar Maithili Jitendra																						22
20	Jadhav Anuja Sharad																						19
21	Jadhav Karansinh Dattaji																						16
22	Jadhav Shivani Baban																						18
23	Jadhav Tejas Sanjay																						00
24	Jagdale Vaishnavi Rupchand																						24+8
25	Jagtap Shreyash Dattatray																						12+4
26	Jamdade Aniket Anil																						00+0
27	Jarande Rushikesh Ganpatrao																						10+9
Total Students Present																							

Signature

Faculty

HOD

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Vidya Pratishthan's INSTITUTE OF INFORMATION TECHNOLOGY, BARAMATI
MBA II Semester III - Attendance Sheet (Nov. 2022 to Jan. 2023)

Faculty: _____ Sub Code: _____ Subject: _____ Month: _____

Roll No	Lecture Date → Name of the Student	Date																				Total	Percentage
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
28	Kale Radhika Santosh	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	28	100%
29	Kanase Gayatri Shashikant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	21+7	100%
30	Khade Shubham Dipak	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	S.K	09+3	100%
31	Khaladkar Vaishnavi Vinayak	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	06+4	100%
32	Khandale Shrikant Rohidas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	19+7	100%
33	Kokare Akanksha Deepak	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15+3	100%
34	Kokare Kiran Satish	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20+5	100%
35	Kokate Shubham Shivaji	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	19+3	100%
36	Lad Apurva Jayant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
37	Lambate Onkar Shankar	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	19+3	100%
38	Malgunde Kunal Bhagwan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
39	Mane Ganesh Rajendra	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
40	Mane Yash Ramesh	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11+3	100%
41	Masugade Kanhaiya Mohan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20+8	100%
42	Mohite Divya Arvind	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
43	More Shubham Masa	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
44	Mujiwar Arshad Javed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	05+2	100%
45	Nanaware Nikita Subhash	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
46	Nikam Swanand Krishnat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	18+6	100%
47	Nimbalkar Pranit Dilip	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	08+5	100%
48	Pachundkar Nikita Raghunath	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	16+6	100%
49	Pansare Sandip Kanifnath	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	04	100%
50	Pathan Samir Shaikhlal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	16+8	100%
51	Patil Aniket Audumber	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
52	Pawar Pranay Vikas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	08+6	100%
53	Pawar Pratik Sudhir	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	00	0%
54	Pawar Pratiksha Sumil	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13	100%
Total Students Present																						81	100%
Signature		Faculty																				HOD	

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MBA II Semester III – Attendance Sheet (Nov. 2022 to Jan. 2023)

Faculty: _____

Sub Code: _____

Subject: _____

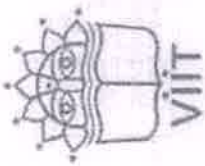
Month: _____

Roll No	Lecture Date →	Month													Total	Percentage									
		1	2	3	4	5	6	7	8	9	10	11	12	13			14	15	16	17	18	19	20		
55	Pawar Tejas Sanjay																							28	
56	Pisal Ajinkya Sanjay																							24 + 9	
57	Rachcha Shubham Sandeep																							14 + 6	
58	Shahane Sanket Mahendra																							10	
59	Shaikh Ayesha Aji																							00	
60	Shaikh Muskan Chhagan																							00	
61	Sonawale Gayatri Suresh																							16 + 5	
62	Thorat Ambika Babasaheb																							14 + 9	
63	Thorat Kirtee Santosh																							01	
64	Waghmare Pratik Shirishkumar																							11 + 5	
65	Yadav Shweta Hanumant																							03 + 2	
66	Yadav Tejas Kantilal																							03	
67	Zagade Kunal Namaso																							00	
68	Zagade Mangesh Babu																							12 + 9	
69	Zagade Tejraj Dilip																							01	
Total Students Present		26	05	23	24	25	27	24	24	25	22	25	30	25	27	07	10	05	16	09	09				
Signature		Faculty													HOD										

(Signature)

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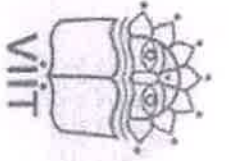
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Director

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Vidyanagari, Baramati Dist, Pune

LECTURE RECORD

CLASS MBA - II & Year SEMESTER III
SUBJECT 301 - Strategic Management TEACHER Dr. Sagar G. Nimholkar

SR. NO.	DATE	TOPICS COVERED	TIME		NO. PRESENT	STUDENT	SIGNATURE	
			START	END			FACULTY	HOD
1	11/11/22	General discussion on previous semester Examination and SJP	9.00	10.00	05	AS		
2	12/11/22	Dictation of Syllabus - Unit 1 & 2	9.00	10.00	03	AS		
3	12/11/22	Dictation of Syllabus - Unit 3, 4 & 5	10.00	11.00	02	Shree		
4	14/11/22	Discussion on Syllabus - Unitwise discussion on things to be covered	9.00	9.45	15	Shree		
5	14/11/22	Discussion on Syllabus	9.45	10.30	15	AS		
6	15/11/22	Setting of internal evaluation parameters in align with COs	11.00	12.00	21	AS		
7	16/11/22	Concept of strategy and levels of strategy	9.00	9.45	19	Shree		
8	17/11/22	Concept and Definition of Strategic management	9.45	10.30	25	Shree		
9	18/11/22	Elements and process of Strategic management (model)	11.00	12.00	23	Shree		
10	21/11/22	Case study based on strategy, levels of strategy, Strategic management process	11.30	12.30	26	AS		
11	22/11/22	Difference betw teacher's strategy & Role of Stakeholders in Strategic management	9.00	10.00	28	Shree		
12	28/11/22	Strategic Intent - Vision & mission statements & related concepts	11.30	12.30	28	AS		



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"B"
Grade
CYCLE

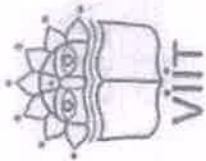
LECTURE RECORD

CLASS MBA - II yr. SEMESTER III
 SUBJECT 301- Strategic Management TEACHER Dr. Sagar S. Nimbelkar

SR. No.	DATE	TOPICS COVERED	TIME		NO. PRESENT	STUDENT	SIGNATURE	
			START	END			FACULTY	HOD
13	29/11/22	Process of envisioning, vision v/s mission	9-00	10-00	30	AS		
14	05/12/22	Business definitions using Abell's three dimensions	11-30	12-30	36	19/ashok		
15	06/12/22	Goals and objectives and link with mission & vision	9-00	10-00	27	Sagar		
16	08/12/22	Concept of Critical Success Factors & Key Performance Indicators	9-00	10-00	25	AS		
17	12/12/22	Concept of Key Result Areas	11-30	12-30	19	Sagar		
18	16/12/22	Environmental Appraisal	10-30	11-30	21	AS		
19	16/12/22	Environmental Appraisal of EFNIP	11-30	12-30	23	AS		
20	19/12/22	Test on Unit NO. 1 (30 marks)	11-30	12-50	22	Pradip		
21	20/12/22	Resource based view for firm	9-00	10-00	20	Bhrami		
22	21/12/22	Meaning, types and sources of competition advantage	10-30	11-30	36	AS		
23	26/12/22	VRSO framework	11-30	12-30	35	Pradip		
24	27/12/22	Framework of teaching to computer advantage	9-00	10-00	33	Pradip		

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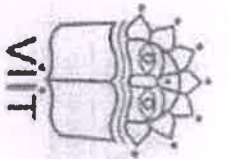


LECTURE RECORD

CLASS MBA-D 40 SEMESTER III
SUBJECT 301- Strategic Management TEACHER Dr. Sagar C. Nimalkar

SR. NO.	DATE	TOPICS COVERED	TIME		NO. PRESENT	SIGNATURE.		
			START	END		STUDENT	FACULTY	HOD.
25	28/12/22	Value Chain Analysis	10.30	11.30	34	<i>[Signature]</i>	<i>[Signature]</i>	
26	21/1/23	Benchmarking - Comparative analysis	11.30	12.30	25	<i>[Signature]</i>	<i>[Signature]</i>	
27	31/1/23	Organizational Capability Profile	9.00	10.00	27	<i>[Signature]</i>	<i>[Signature]</i>	
28	4/1/23	Concepts of sketch, leverage & fit	10.30	11.30	34	<i>[Signature]</i>	<i>[Signature]</i>	
29	9/1/23	Portfolio Analysis - BCG & GEJ ^{comp mkt}	11.30	12.30	24	<i>[Signature]</i>	<i>[Signature]</i>	
30	10/1/23	Grand Strategies - Introducing	9.00	10.00	24	<i>[Signature]</i>	<i>[Signature]</i>	
31	11/1/23	Growth strategies - Expansion thro' Concentration	10.30	11.30	25	<i>[Signature]</i>	<i>[Signature]</i>	
32	16/1/23	Expansion thro' integration	11.30	12.30	22	<i>[Signature]</i>	<i>[Signature]</i>	
33	17/1/23	Expansion thro' diversification	9.00	10.00	15	<i>[Signature]</i>	<i>[Signature]</i>	
34	18/1/23	Stability strategies	10.30	11.30	30	<i>[Signature]</i>	<i>[Signature]</i>	
35	20/1/23	Rebenchmark strategies	9.00	10.00	15	<i>[Signature]</i>	<i>[Signature]</i>	
36	30/1/23	Generic Competitive strategies ^{in international}	11.30	12.30	07	<i>[Signature]</i>	<i>[Signature]</i>	

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NAAC
NATIONAL ASSESSMENT AND
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"B"
Grade
CYCLE II

LECTURE RECORD

CLASS MBA-TI yr. SEMESTER III
 SUBJECT 301-Strategic Management TEACHER Dr. Sagar C. Nimbalkar

SR. NO.	DATE	TOPICS COVERED	TIME		NO. PRESENT	STUDENT	SIGNATURE	
			START	END			FACULTY	HOD
37	31/1/23	Self leadership, Differentiation Strategy	9:00	10:00	07	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
38	31/2/23	Focus Complete Strategy.	9:00	10:00	07	<i>[Signature]</i>	<i>[Signature]</i>	
39	31/2/23	Strategy Implementation - ^{Bombay}	10:30	11:30	04	<i>[Signature]</i>	<i>[Signature]</i>	
40	31/2/23	Deliberate & Emergent Strategies	11:30	12:30	05	<i>[Signature]</i>	<i>[Signature]</i>	
41	06/2/23	McKinsey's 7's framework	11:30	12:30	16	<i>[Signature]</i>	<i>[Signature]</i>	
42	07/2/23	Organizational Structures and Strategy Implementation	9:00	10:00	09	<i>[Signature]</i>	<i>[Signature]</i>	
43	08/2/23	Overview of Blue and Red Ocean Strategy	10:30	11:30	09	<i>[Signature]</i>	<i>[Signature]</i>	

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PRELIM EXAM - JANUARY 2023

Class: MBA II Date: 23/01/2023 Time: 10 - 12:15 pm
Subject: Strategic Management

Roll No.	Student Name	Sign	Marks	Ans. Book Received
1	Awakire Utkarsha Gangaram		19	
2	Bhalerao Shweta Sanjay		37	
3	Bhosale Prajakta Pradip		23	
4	Bhosale Pranav Dilip		03	
5	Bhosale Shivanjali Vikram		18	
6	Damodare Pranita Chandrakant	-	Ab	
7	Deshmukh Samruddhi Anil	-	Ab	
8	Deshmukh Vinaya Ramchandra		17	
9	Dhadwad Manoj Bajirao	-	-	
10	Dhapate Rushikesh Satish	-	-	
11	Divekar Siyon Sandeep		50.17	
12	Gaikwad Durgsingh Malojirao	-	-	
13	Gaikwad Mayur Ankush	-	-	
14	Gaikwad Mayur Dashrath		14 01	
15	Galinde Snehit Ravindra	-	-	
16	Ghadge Aashish Sanjay		17	
17	Ghanwat Ruchita Avinash		50.24	
18	Godase Vaishali Baban		50.06	
19	Inamdar Maithili Jitendra		50.34	
20	Jadhav Anuja Sharad		50.27	
21	Jadhav Karansinh Dattaji		50.02	
22	Jadhav Shivani Baban		50.37	
23	Jadhav Tejas Sanjay	-	-	

Name and Signature of Supervisor

Class Room: C1

Total Present: 15
Total Absent: 8

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PRELIM EXAM - JANUARY 2023

Class: MBA II Date: 23 Jan. 23 Time: 10.00 am - 12.15 pm
Subject: 301 - Strategic Management

Roll No.	Student Name	Sign	Marks	Ans. Book Received
24	Jagdale Vaishnavi Rupchand	<u>V Jagdale.</u>	<u>32</u>	
25	Jagtap Shreyash Dattatray	—	<u>Ab</u>	
26	Jamdade Aniket Anil	—	<u>Ab</u>	
27	Jarande Rushikesh Ganpatrao	—	<u>Ab</u>	
28	Kale Radhika Santosh	<u>Kale</u>	<u>35</u>	
29	Kanase Gayatri Shashikant	—	<u>Ab</u>	
30	Khade Shubham Dipak	<u>Khade</u>	<u>06</u>	
31	Khaladkar Vaishnavi Vinayak	—	<u>Ab</u>	
32	Khandale Shrikant Rohidas	—	<u>Ab</u>	
33	Kokare Akanksha Deepak	<u>Akanksha</u>	<u>17</u>	
34	Kokare Kiran Satish	<u>Kokare</u>	<u>03</u>	
35	Kokate Shubham Shivaji	—	<u>Ab</u>	
36	Lad Apurva Jayant	<u>Apurva</u>	<u>21</u>	
37	Lambate Onkar Shankar	<u>Lambate</u>	<u>18</u>	
38	Malgunde Kunal Bhagwan	—	<u>Ab</u>	
39	Mane Ganesh Rajendra	—	<u>Ab</u>	
40	Mane Yash Ramesh	<u>Mane</u>	<u>10</u>	
41	Masugade Kanhaiya Mohan	<u>Masugade</u>	<u>16</u>	
42	Mohite Divya Arvind	<u>Mohite</u>	<u>11</u>	
43	More Shubham Masa	—	<u>Ab</u>	
44	Mujawar Arshad Javed	—	<u>Ab</u>	
45	Nanaware Nikita Subhash	<u>Nanaware</u>	<u>00</u>	
46	Nikam Swanand Krishnat	—	<u>Ab</u>	

Done
Mr. Nilophar Khan
Name and Signature of Supervisor

Class Room: C2

Total Present: 11
Total Absent: 12

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V. Magari, Baramati Dist, Pune




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PRELIM EXAM - JANUARY 2023

Class: MBA II Date: 23-01-23 Time: 10.00 - 12.15
Subject: Strategic Management - 301

Roll No.	Student Name	Sign	Marks	Ans. Book Received
47	Nimbalkar Pranit Dilip	Pranit	08	Pranit
48	Pachundkar Nikita Raghunath	Nikita	39	Nikita
49	Pansare Sandip Kanifnath	S.K. Pansare.	05	
50	Pathan Samir Shaikhilal	Samir	18	
51	Patil Aniket Audumbar	Aniket	02	
52	Pawar Pranay Vikas	Pranay	15	
53	Pawar Pratik Sudhir		AB	
54	Pawar Pratiksha Sunil	Pratiksha	01	
55	Pawar Tejas Sanjay	Tejas	28	
56	Pisal Ajinkya Sanjay	Ajinkya	12	
57	Rachcha Shubham Sandeep	Shubham	05	
58	Shahane Sanket Mahendra		AB	
59	Shaikh Ayesha Ajjij		AB	
60	Shaikh Muskan Chhagan	Shaike	18	
61	Sonawale Gayatri Suresh		AB	
62	Thorat Ambika Babasaheb	Ambika	09	
63	Thorat Kirtee Santosh	Kirtee	11	
64	Waghmare Pratik Shirishkumar		AB	
65	Yadav Shweta Hanumant		AB	
66	Yadav Tejas Kantilal		AB	
67	Zagade Kunal Nanaso		AB	
68	Zagade Mangesh Bapu		AB	
69	Zagade Tejraj Dilip		AB	

Dr. Yuvraj D. Halwade 
Name and Signature of Supervisor

Class Room: C3

Total Present: 13

Total Absent: 10

Total: 23

301 - Strategic Management

Questions Bank

Q. No. 1 Attempt any ten questions (Each question carries 2 marks)

- i. Draw a neat labeled diagram of model of strategic management.
- ii. Define vision and mission.
- iii. Enlist the levels of strategy with example.
- iv. Define the term 'Strategic Management'.
- v. Classify and enlist the stakeholders in business.
- vi. Enlist the elements of strategic intent.
- vii. Enlist the characteristics of good mission statement.
- viii. Define the terms, CSF and KPI
- ix. Classify and enlist business environmental factors
- x. Draw a neat labeled diagram of Porter's five forces model of competition.
- xi. Enlist examples of entry and exit barriers.
- xii. Define the term KRA with an example.
- xiii. Classify and Enlist the activities of value chain.
- xiv. Define the term Organizational Capability.
- xv. Enlist typical strengths that support marketing capability.
- xvi. Define the term Benchmarking.
- xvii. Enlist different types of benchmarking.
- xviii. Draw a neat labeled diagram of BCG matrix
- xix. Define the terms, Core competence and Distinctive Competence

Q. No. 2 Attempt any two questions (Each question carries 5 marks)

- i. Explain in brief Porter's five forces model of competition.
- ii. Write a short note on ETOP
- iii. Explain the Process of Envisioning with the help of a diagram.
- iv. Write a short note on Strategic Intent.
- v. Write a note on Abell's three dimensions.
- vi. VRIO Framework
- vii. BCG Matrix

viii. GE 9 Cell Matrix

ix. Ways of leveraging the resources

Question Bank for Preliminary Exam. (Q. No. 3, 4 & 5)

1. Describe the process of strategic management. Draw a neat chart showing comprehensively the different elements in the strategic management process.
2. Apply the strategic management model to your own case. Follow the process and identify the different elements such as your vision and mission, career objectives, your self-appraisal and the opportunities and threats operating in the job market, the career advancement strategies that you choose and how you would implement this strategies and evaluate your performance. Describe what you have thought systematically according to the different phases of strategic management.
3. Consider any organization of your choice. Attempt to define its business along the dimensions of customer groups, customer functions and alternative technology. What insight does such a definition offered you for the strategic management of your chosen organization?
4. Consider any industry of your choice and point out the critical success factors for an organization in that industry. Attempt to formulate objectives and device majors of performance on the basis of the critical success factors you have identified.
5. Select any organization of your choice. Identify the high priority environmental factors in its relevant environment. Use this information to prepare a summary ETOP for the organization.
6. A small scale industrialist recently attended a seminar on strategic management. She is quite enthusiastic but does not understand exactly how to use the SWOT analysis for her company. Act as a consultant and advise her on how to use the SWOT analysis.
7. Consider any organization in an industry of your choice. Prepare an organizational capability profile and summarize the results in the form of a strategic advantage profile clearly indicating the nature of the impact of the different capability factors.
8. Discuss concentration strategy and describe its advantages and limitations.
9. Describe the reasons why related and unrelated diversification is adopted. What are the risks involved in diversification?

10. Discuss the conditions under which an organization can attend differentiation strategy.
Also discuss the associated benefits and risks.
11. Explain the framework for the development of strategic advantage by an organization.
12. Explain in detail the value chain analysis as a technique of organizational appraisal
- 13.

301- Strategic Management Question Bank

Unit No.1

1. What is Strategic Management? Explain the process of strategic management in brief.
2. Explain the concept of Strategy. What are different levels of strategy? Explain.
3. What is Strategic Intent? Explain in brief the components of strategic intent.
4. Write in detail on Abell's Three Dimensions Model.
5. What is 'Mission'? Discuss characteristics of a good mission statement with the help of example.
6. Explain Porter's Five Forces Model of Competition as strategic tool for industry analysis.
7. Discuss in detail need of PESTLE analysis for preparing Environmental Threats and Opportunity Profile (ETOP).
8. Write short notes on,
 - i. Strategic Intent
 - ii. ETOP

Unit No.2

1. What is Competitive Advantage? Explain types and sources of competitive advantage with examples.
2. Explain the concept of Organizational Capability with the help of organizational capability factors of at least two functional areas.
3. Write notes on,
 - a. VRIO framework
 - b. Value Chain Analysis
 - c. Benchmarking
 - d. BCG matrix
 - e. GE 9 Cell Model

Unit No.3

1. What are the strategic options at corporate level? Explain the growth / expansion through concentration strategies.
2. Explain in brief various retrenchment strategies.
3. What are generic competitive strategies? Explain differentiation strategy in detail.
4. What are generic competitive strategies? Explain cost leadership strategy in detail.

Unit No.4

1. Explain in brief nature of strategy implementation. Also discuss in brief barriers in strategy implementation
2. Write notes on,
 - a. Mintzberg's 5 P's
 - b. Mc Kinsey's 7s Framework
3. Explain in brief various organizational structures in the context of strategy implementation.
4. Explain in brief techniques of strategic evaluation and control.
5. Explain in brief model of strategy implementation with the help of diagram. Also discuss in brief barriers in strategy implementation.

Unit No. 5

1. What is Blue Ocean Strategy? State the difference between blue ocean strategy and red ocean strategy.
2. Explain the concept of strategy in the context of internet economy.
3. Write notes on,
 - a. Strategy Canvass
 - b. Triple Bottom Line
 - c. Principles of Blue Ocean Strategy

A Seminar Report On

Generic Competitive Strategies :
Differentiation strategy

Submitted by

Jarande Rushikesh Ganpatrao

Submitted to

Vidya Pratishthan's Institute of Information
Technology, Baramati

Faculty Guidance

Dr. Sagar Nimbalkar sir

Roll no : 27

Class : MBA - IInd year

Subject : Strategic Management.

10
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15
15


17/01/2025

Porter's Generic strategies:

The generic strategies can be used to determine the direction (strategy) of your organisation. Michael Porter uses 4 strategies that an organisation can choose from. He believes that a company must choose a clear course in order to be able to beat the competition.

The four strategies to choose from are:

- ① Cost leadership strategy
- ② Differentiation
- ③ Cost focus
- ④ Differentiation focus

Strategic Advantage

Uniqueness perceived by the customer

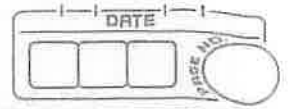
Low cost position

Strategic target	Industry wide	Differentiation	Overall cost leadership
	Particular Segment only	Stuck in the middle	
		Focus	

Fig:- Porter's generic strategies

Cost leadership: Superior profits through lower costs.

Differentiation: Higher profits by adding value to the product.



areas which are of real significance for customers who in turn are willing to pay premium prices.

• Focus strategy:-

Concentrating on a limited part of the market focus strategy is then subdivided into focus cost leadership and focus differentiation.

Now:

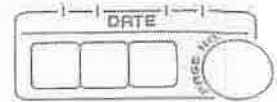
Let us discuss detail knowledge about -

Generic Competitive Strategies :

Differentiation strategy -

- A differentiation strategy calls for the development of a product or service that offers attributes that are both unique and are valued by customers.
- Customers perceive the product to be different and better than that of competitors.
- As a result the value added by the uniqueness of the product may allow the firm

When the competitive advantage of an organisation lies in special feature incorporated in the product / service which is demanded by the customers who are willing to pay for it, then the strategy adopted is the differentiation business strategy.

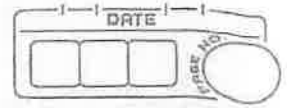


The organisation outperforms its competitors who are not able willing to offer the special features that it can and does. Customer prefer a differentiated product / service when it offers them utility that they value and thus are willing to pay more for getting such a utility.

A differentiated organisation can charge a premium price for its product / service, gain additional customers who value the differentiation and command customer loyalty. Profit for the differentiator organisation come from the difference in the premium price charged and the additional cost incurred in providing the differentiation. To the extent the organisation is able to offer differentiation by maintaining the balance between its price and costs, it succeeds. But it may fail if the customers are no longer interested in the differentiated features or are not willing to pay extra for such features.

• Achieving differentiation :-

The key to achieving differentiation is to create value for the customer that is unmatched by the competitors at the price at which the differentiated organisation offers its products / services. This is done through incorporating features and attributes in the products / services valued by the customers. These features and attributes could be created at any point on the value chain such as, organisation could use high-quality raw material inputs, superior process technology, speedy and reliable distribution.



or better after sales support.

An illustrative list of measures that a differentiator organisation can adopt is given below:

- ① An organisation can incorporate features that offer utility for the customer and match her tastes and preferences.
- ② An organisation can incorporate features that lower the overall costs for the buyer in using the product/service.
- ③ An organisation can incorporate features that raise the performance of the product.
- ④ An organisation can incorporate features that increase the buyer's satisfaction in tangible & non-tangible ways.
- ⑤ An organisation can incorporate features that can offer the promise of a high quality of product/service.
- ⑥ An organisation can incorporate features that enable the customer to claim distinctiveness from other customers and enhance her status & prestige among the buyers community.
- ⑦ An organisation can offer the full range of product and/or service that a customer required for her need satisfaction.

The list of what these features and attributes could be is endless. Much depends on the innovative ability of the organisation to find newer bases for differentiation.

• Conditions under which differentiation is used :

A differentiation business strategy is suitable for special conditions primarily related to the markets and customers. Generally, one would expect customers to go for a product / service that has a lower price and offer comparable utility. But normally, markets and customers are not homogenous; there are several market niches and customer groups that demand special treatment by the organisation. Products / services cannot always be uniform. If they were, they could be commodities needing no special brand names.

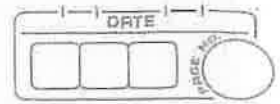
The major conditions under which differentiation business strategies could be employed are given below :

- ① The market is too large to be catered to by a few organisation offering a standardised product / service.
- ② The customer needs and preferences are too diversified to be satisfied by a standardised product / service.
- ③ It is possible for the organisation to charge a premium price for differentiation that is valued by the customer.
- ④ The nature of the product / service is such that brand loyalty is possible to generate and sustain.
- ⑤ There is ample scope for increasing the sale of the product / service on the basis of differentiated features and premium pricing.

Benefits associated with differentiation strategy :

There are benefits as well as risks associated with a differentiation business strategy. First let us see the benefits that arise out of differentiation.

- ① Organisations distinguish themselves successfully on the basis of differentiation, thereby lessening competitive rivalry. Customer brand loyalty too acts as a safeguard against competitors. Brand loyal customers are also generally less price-sensitive.
- ② Powerful suppliers can negotiate price increases that the organisation can absorb to some extent as it has brand loyal customers, who are typically less sensitive to price increases.
- ③ Powerful buyers do not usually negotiate price decrease as they have fewer options with regards to suppliers and generally have no cause for complaint, as they get the special features and attributes demanded. Owing to its nature, differentiation is a market- and customer- focussed strategy.
- ④ Differentiation is an expensive proposition. Newer entrants are not normally in a position to offer similar differentiation at a comparable price. In this manner, differentiation acts as a formidable entry barrier to new entrants.
- ⑤ For similar reasons, as in the case of newer entrants, substitutes product / service suppliers too pose a negligible threat to established differentiator organisations.



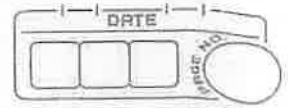
• Risks faced under differentiation strategy :

The risks faced under the differentiation business strategy are several. Some of these are :

- ① In the case of several differentiators adopting similar differentiation strategies, the basis for distinctiveness is gradually lessened and ultimately lost.
- ② Differentiation fails to work if its basis is something that is not valued by the customer. Such things also occur when over-differentiation is done.
- ③ Price premiums too have a limit.
- ④ Failure on the part of the organisation to communicate adequate the benefit arising out of differentiation on the intrinsic product attributes not readily apparent to a customer, may cause the differentiation strategy to fail.

• Examples :

- ① Orient Fans, a company within the Calcutta-based C.K. Birla group, offers premium ceiling fans based on superior technology and product innovation and is a major exporter to many global buyers including Wal-Mart of the USA. The technology differentiators are the core benefits of air delivery, reach of air and electricity consumption. The product attributes for differentiation are extra wide blades, heavy duty motors, low wattage, high velocity and the maximum area coverage.



② Gati, a multimodal transport company in the express cargo delivery business positions itself as a technology driven company, delivering premium values to the customer. It differentiates its services in a highly competitive and uniform market with tangibles like risk insurance offer for shipments, refund on failure to deliver on time, door-to-door pickup and delivery, time bound operations, online tracking and safer transportation. The company offers not one but several service features to differentiate itself from the run-of-the-mill transporters in the unorganised sector. Naturally, it charges a higher price for its services.

• References:

1] • Kazmi Azhar [2008] Strategic Management and Business Policy [Third Edition text] Tata McGraw-Hill Education Private limited publication.
P.P. [Page No.] - 249, 250, 251

2] Website: Date - 14th Jan, 2023

• thebusinessprofessor.com

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<https://www.toolshero.com/strategy/porters-generic-strategies>

A
Seminar Report.

on
Strategic Management process in brief with the help
of model of Strategic Management.

Submitted by,
Prajakta Pradip Bhosale

Submitted to,
Vidya Pralishthan's Institute of Information
Technology Baramati.

Faculty Guidance,
Dr. Sagar Nimbalkar

Submitted by,
Prajakta Pradip Bhosale
Roll No. - 3
Class - MBA II
Subject - Strategic Management

~~Nimbalkar~~
16/01/2023

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~~18/1/23~~

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Topic Name - Strategic Management process in brief with the help of model of Strategic Management.

- Meaning and Definition of Strategic Management.

- Meaning -

Strategic management is concerned with the formulation of vision, objectives, strategy formulation, strategic implementation and making changes in the strategic intent according to the changing requirements of the organisation.

Strategic management begins with the formulation of mission statement and setting of objectives for the organisation. Then a portfolio of business or business model is prepared, and ends at conducting functional activities to achieve the pre-established objectives & goals.

- Definition - Strategic Management -

- Strategic management is defined as the dynamic process of formulation, implementation, evaluation and control of strategies to realize the organization's strategic intent.

- "Strategic management is a systematic approach to a major and increasingly important responsibility of general management to position and relate the firm to its environment in a way which will assure its continuing success and make it secure from surprises" - Ansoff

- According to Glueck, "Strategic management is a stream of decisions and actions, which leads to the development

of an effective strategy or strategies to help achieve corporate objectives".

According to Lloyd L. Byars, "Strategic management is concerned with making decisions about organisations' future direction and implementing those decisions".

• Concept of Strategic Management -

The concept of strategic management have developed over the years. Strategic management is not a one-time process but is re-evaluated and implemented periodically. It is a holistic approach that ensure that there is harmony between the organisation and its environment. Hence, strategic management is concerned with different organisation-wide activities such as analysing the environment, providing direction, developing & implementing strategies and applying strategic control measures.

- Strategic management is a dynamic process.

- It involves four phases. (Establishment of strategic intent, strategy formulation, strategy implementation and strategy evaluation & control)

These four phases are considered to be sequentially linked to each other and each successive phase provides feedback to the previous phases. However in practice the different phases of strategic management may not be clearly differentiable from each other. The feedback

arising from each of the successive phases is meant to revise, reformulate or redefine the previous phases, if necessary.

• Characteristics of Strategic Management -

1) Uncertain and Future - Oriented -

Strategic management makes decisions regarding situations that would occur in the future and are not a part of the day-to-day activities. Managers are ignorant about the after effects of their decisions because of the dynamic and uncertain business environment.

2) Complex -

Uncertainty brings complexity for strategic management. Managers face environment which is difficult to comprehend. There is need for analysing internal and external environment.

3) Organisation-wide -

The implementation of strategic management affects the entire organisation and not merely the operation on which strategy management principles are applied. It entails strategic choices and is a systematic approach.

4) long-term Implications -

The implications of strategic management are long-term and

do not affect the routine operations of the organisations. The concepts of strategic management are concerned with mission, vision and objectives of the organisation.

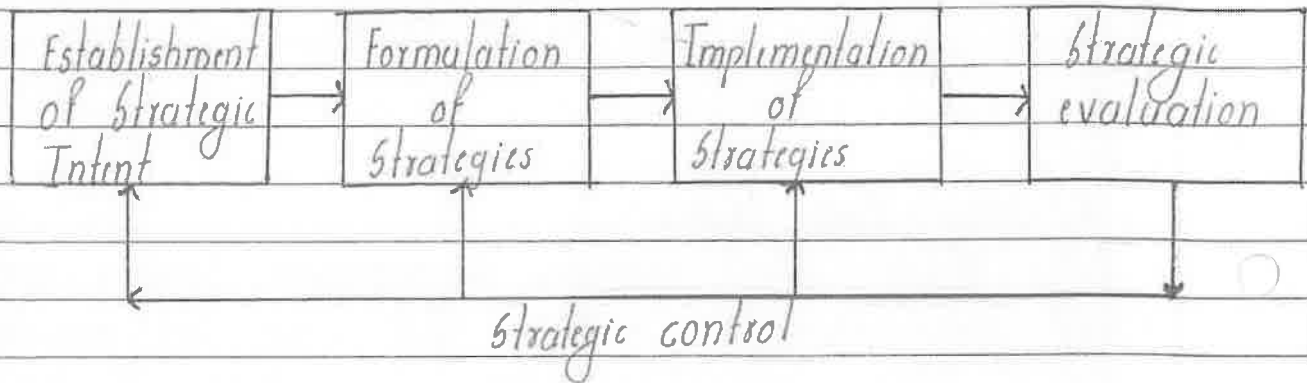
5) Long-term Issues -

The issues which strategic management handles are usually of long-term in nature. These issues not necessarily affect the organisation immediately but will benefit the organisation in the future.

6) Facilitate Strategy Implementation -

Strategic management makes sure that strategies are effectively executed and implemented with the help of action-oriented plans.

Four Phases in Strategic Management Process.



- The first phase consists of establishing the strategic intent for the organisation. In this text, strategic intent is the hierarchy of objectives that an organisation sets for itself. Within this, there are the vision, mission, business definition, and objectives. The aim of strategic management is to help the organisation realise its strategic intent.

- The second phase of the formulation of strategies is concerned with the devising of a strategy or a few strategies. This phase is also called strategic planning. Essentially, this is an analytical phase in which strategists (managers who are responsible for strategic management in an organisation) think, analyse and plan strategies.

- The third phase of implementation is the 'putting into action' phase. The strategies that are formulated are implemented through a series of administrative and managerial actions.

- The fourth and last phase of evaluation and control involves

assessing how appropriately the strategies were formulated and how effectively they are being implemented. Depending on the outcome of assessment, actions could be taken ranging from fine-tuning implementation to a drastic reformulation of strategies.

○ These four phases are considered to be sequentially linked to each other and each successive phase provides a feedback to the previous phases. However, in practice, the different phases of strategic management may not be clearly differentiable from each other. In fact, we prefer to call them phases rather than stages or steps (as some authors do) to signify that the different phases, at the interface, may exist simultaneously and the strategic activities gradually emerge in one phase to merge into the following phase. The feedback arising from each of the successive phases is meant to revise, reformulate or redefine the previous phase, if necessary. Such a representation yields a dynamic model of strategic management which takes into account the emerging factors as the process moves on.

• Elements in Strategic Management Process -

Each phase of the strategic management process consists of a number of elements, which are discrete and identifiable activities performed in logical and sequential steps. As many as twenty different elements could

be identified in the models provided by various authors.
From the literature on strategic management process:

A. Establishing the hierarchy of strategic intent.

1. Creating and communicating a vision.
2. Designing a mission statement.
3. Defining the business.
4. Adopting the business model.
5. Setting objectives.

B. Formulation of strategies -

6. Performing environmental appraisal.
7. Doing organisational appraisal.
8. Formulating corporate - level strategies.
9. Formulating business - level strategies.
10. Undertaking strategic analysis.
11. Exercising strategic choice.
12. Preparing strategic plan.

C. Implementation of strategies -

13. Activating strategies.
14. Designing the structure, systems and processes.
15. Managing behavioural implementation.
16. Managing functional implementation.
17. Operationalising strategies.

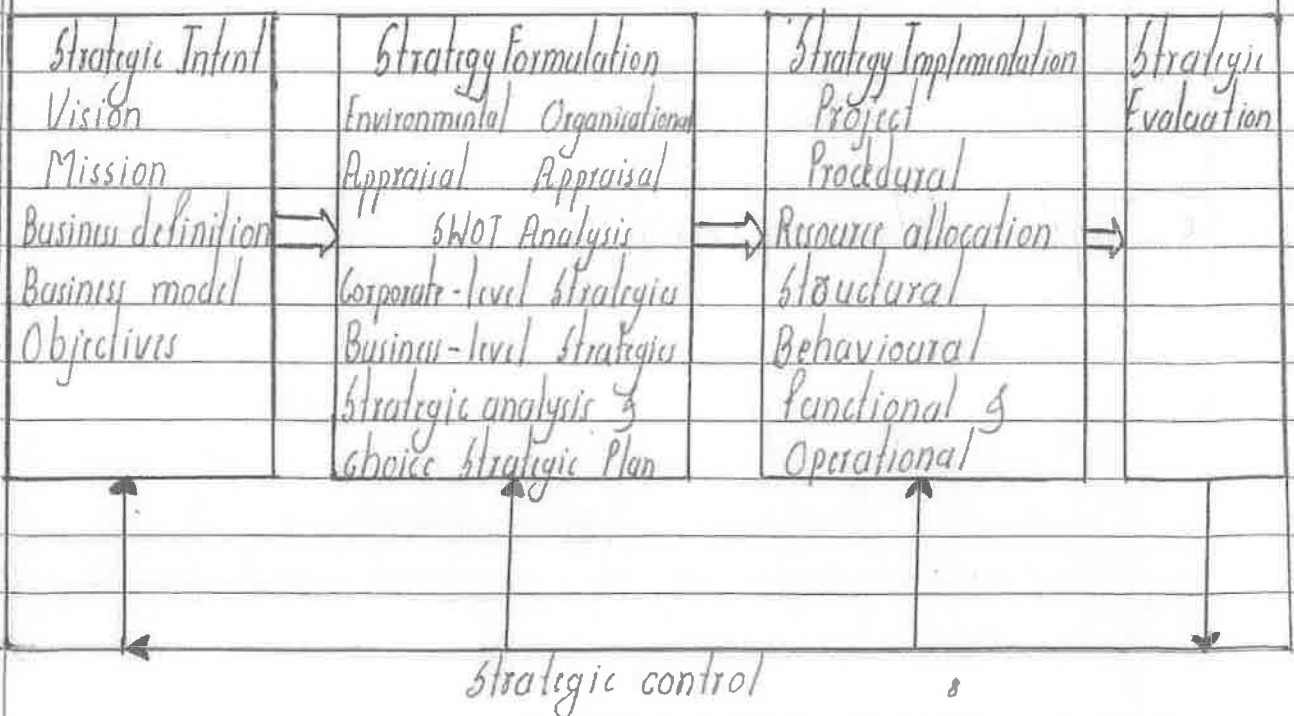
D. Performing strategic evaluation and control -

18. Performing strategic evaluation
19. Exercising strategic control
20. Reformulating strategies.

• Model of Strategic Management Process.

The process of strategic management is depicted through a model which consists of different phases; each phase having a number of elements. Most authors agree on dividing the strategic management process into four phases consisting of about twenty elements. The model of strategic management process into four phases consisting of about that we adopt in this is

Comprehensive model of Strategic Management.



1. The hierarchy of strategic intent lays the foundation for strategic management of any organisation. In this hierarchy the vision, mission, business definition, business model and objective are established. The strategic intent makes clear what the organisation stand for. The element of vision in the hierarchy of strategic intent serves the purpose of stating what the organisation wishes to achieve in the long run. The mission relates the organisation to the society. The business definition explains the businesses of the organisation in terms of customer needs, customer groups and alternative technologies. The business model clarifies how the organization create revenue. The objectives of the organisation state what is to be achieved in a given time period. This objectives then serve as yardsticks and benchmarks for measuring organisational performance.

2. Environmental and organisational appraisal deal with identifying the opportunities and threats operating in the environment and the strengths and weakness of the organisation in order create a match between them in such a manner that opportunities could be availed of and the impact of threat neutralised and to capitalise on the organisational strength and to capitalise on the organisational minimise the weaknesses.

3. Formulation of strategies takes place at four levels: Corporate, business, functional and operational. Among these levels the major ones are the corporate and business level strategies.

Corporate level strategies relate to the strategic decisions regarding the management of a portfolio of businesses. Business strategies aim at developing a competitive advantage in the individual businesses that a company has in its portfolio.

4. Strategic alternatives and choice are required for evolving alternative strategies, out of the many possible options and choosing the most appropriate strategy or strategies in the light of environmental opportunities and threats and corporate strengths and weaknesses. Strategies are chosen at the corporate level and the business level. The process used for choosing strategies involves strategic analysis and choice. The end result of this set of elements is a strategic plan to be implemented.

5. For implementation of strategy, the strategic plan is put into action through six sub-processes: project implementation, procedural implementation, resource allocation, structural implementation, behavioural implementation and functional and procedural implementation. Project implementation deals with the setting up of the organization. Procedural implementation deals with the different aspects of the regulatory framework within which Indian organisations have to operate. Resource allocation relates to the procurement and commitment of resources for implementation. The structural aspects of implementation deal with the design of appropriate organisational structures.

and systems and reorganising so as to match the structure to the needs of strategy. The behavioural aspects consider the leadership styles for implementing strategies and other issues like corporate culture, corporate politics and use of power, personal values and business ethics and social responsibility. The functional aspects relate to the policies to be formulated in different functional areas. The operational implementation deals with the productivity, processes, people and pace of implementing the strategies. The emphasis in the implementation phase of strategic management is on action.

6. The last phase of strategic evaluation appraises the implementation of strategies and measures organisational performance. The feedback from strategic evaluation is meant to exercise strategic control over the strategic management process. Strategies may be reformulated, if necessary.

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Conclusion -

Strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities an organization needs to meet its goals and objectives. Changes in business environments will require organizations to constantly assess their strategies for success.

The strategic management process helps organizations take stock of their present situation, chalk out strategies, deploy them and analyse the effectiveness of the implemented management strategies. Strategic management strategies consist of five basic strategies and can differ in implementation depending on the surrounding environment. Strategic management applies both to on-premise and mobile platforms.

~~16/10/2023~~

A
Seminar Report
On


Critical success factors (CSF), Key Performance Indicators (KPI) & Key Result Areas (KRA)

Submitted by,
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Submitted to,
Vidya Pratishthan's Institute of Information
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Submitted by,
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Roll No - 2
Class - MBA-II
Sub - Strategic
Management


03/01/23

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16/01/2023

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1. Concept of Strategic Intent & CSF, KPI & KRA :-

- Strategic Intent is setting or formulating vision, mission, & business definition, goals & objectives.
- So determination of strategic intent is required to giving a direction to the business firm.
- We can say the organisation is successful only if when the strategic intent is translated into action.
- So question arises here is that what are the factors essential for the success of the firm?
- If managers are able to identify and understand these factors, the firm can be successful.
- Thus the critical success factors, key performance indicators & key result areas are essential for the success of a business firm.

1.1] Critical Success Factors [CSF] :-

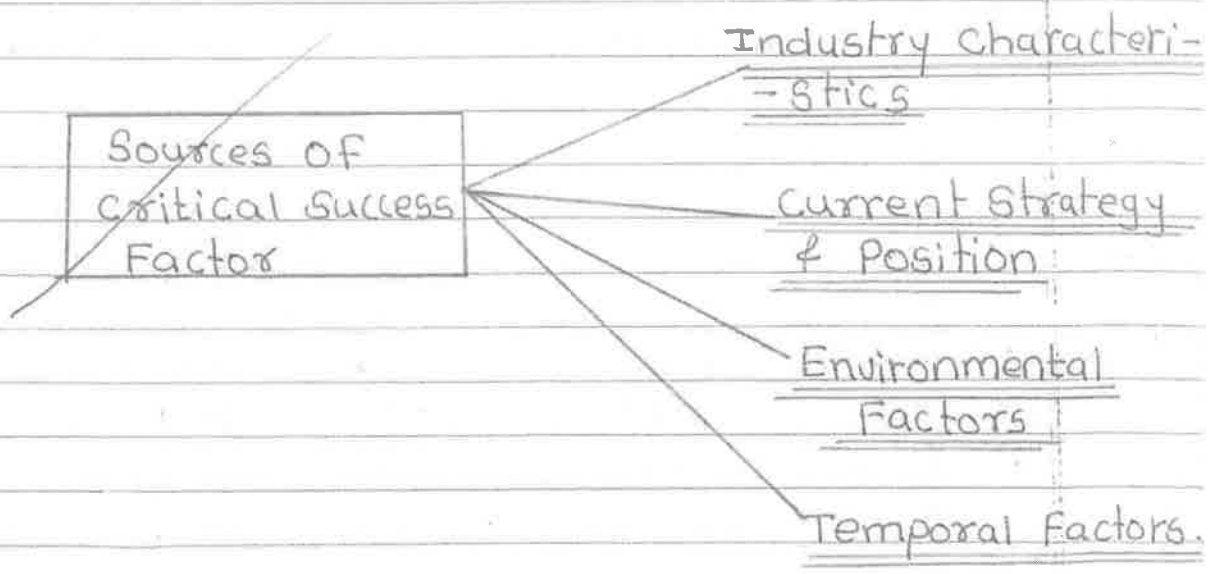
(a) Concept :-

- Critical success factors (CSFs), sometimes referred to as Strategic Factors or Key Factors for Success.
- Critical Success Factors (CSFs) are the essential attributes required for an organisation to be successful.

- The Critical Success factors vary from industry to industry
- For example - for dairy & processed food industry - variety and efficient distribution are the key success factors on the other hand, for banking sector, aspect like technology and prompt service are critical success factors.
- It is essential for an industry to identify its CSFs for achieving desired growth and success.

⑥ Sources of Critical Success Factors :-

- Depending upon the current business situation CSFs could be different.
- Rockart & Bullen have prescribed four critical success factors these are :-



- By analysing these factors a firm can identify the critical success factors.

1] Industry characteristics :-

- Depending upon the attributes of the particular industry critical success factors will be different from each other.
- For example: if we took the example of IT & healthcare industry, For IT industry quality, user satisfaction & innovative in providing services may be the critical success factors. & on the other hand, for healthcare industry indispensability Reinvent patient experience & quick medical facility could be the critical success factors.

2] Current strategy & Position :-

- The CSFs for all the organisations in the industry are not same.
- An organisation's current position also defines its success factors.
- For example, in the FMCG market, the CSF for HUL will differ from the firm like Nirma, even though they both are from same industry; HUL's CSFs will focus more on brand building at a national level and leveraging on its international image whereas Nirma's CSF will focus on low cost and regional presence.
- Therefore, it is not necessary for every organisation to have the same set of success factors.

3] Environmental Factors :-

- The external environmental factors or variables are beyond the control of the organisation, but the management is crucial for these environmental factor for developing & improving the critical success factors.
- For example : the trends in the industry, government laws & regulations, current economic scenario and cultural changes can affect the organisation's CSFs
- That's why it is necessary to do management for these type of factors.

4] Temporal Factors :-

- Due to the specific event temporary factors could be success factors for the business firm.
- These are not generally a part of day-to-day business operations, but are formed due to some sudden temporary change.
- For example : If there is too much or too little stock in an organisation, then inventory can be the critical success factor.

2] Key Performance Indicators (KPI) :-

Ⓐ Introduction :-

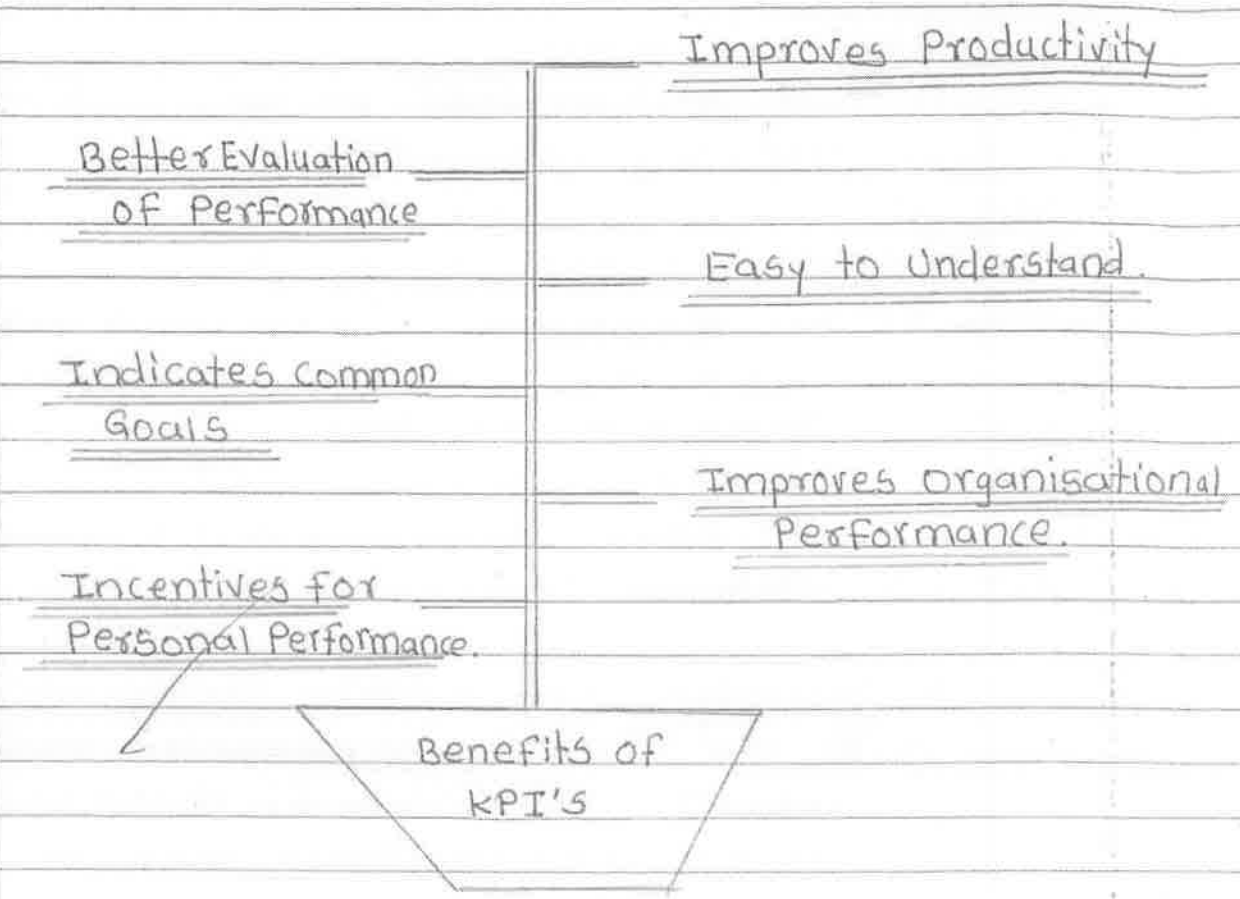
- For the measure the critical success factors, the key performance indicators (KPI) is essential to identify.

- The companies need to measure the progress after setting-up the company's mission statement, identifying the company's stakeholders and defining the goals.
- Thus, the key performance indicator is like business metrics which the firm uses to measure progress against the identified goals.
- KPI differ from organisation to organisation. For example, for Dominos, the KPI are price & mass coverage, and for Pizza Hut, the performance indicators are variety, taste, ambience and differentiated marketing.
- So the difference between CSF & KPI is success factors are the essential conditions for success, the performance indicator helps to measure the progress.
- KPI prove to be a very useful tool in strategic planning process of organisation.
- Organisations use KPIs to benchmark their implementation against the set yardsticks.

(b) Benefits of KPIs :-

i) Improves Productivity :-

- KPI helps to companies to convert general goals into quantifiable terms, which can provide a clearer vision to staff regarding the achievement of targets.
- This helps in increasing the productivity of the organisation and reducing wastage of efforts.



2] Better Evaluation of Performance :-

- KPI helps to an organisation to identify good performing sectors or employees & once who are not performing well.
- Implementing KPI allows the organisation or top management to evaluate the performance in a better way.
- So top management can able to take correct actions for the improvement.

3] Easy to Understand :-

- The Company employees better understand the KPI'S because they are quantifiable

and measurable.

- This enables staff to take appropriate action regarding the issues.

4] Indicates Common Goals :-

- If KPIs are communicated properly, it can make staff members aware about common organisational goals.
- This can help everyone in the organisation in staying aligned towards achieving common objectives.

5] Improves Organisational Performance :-

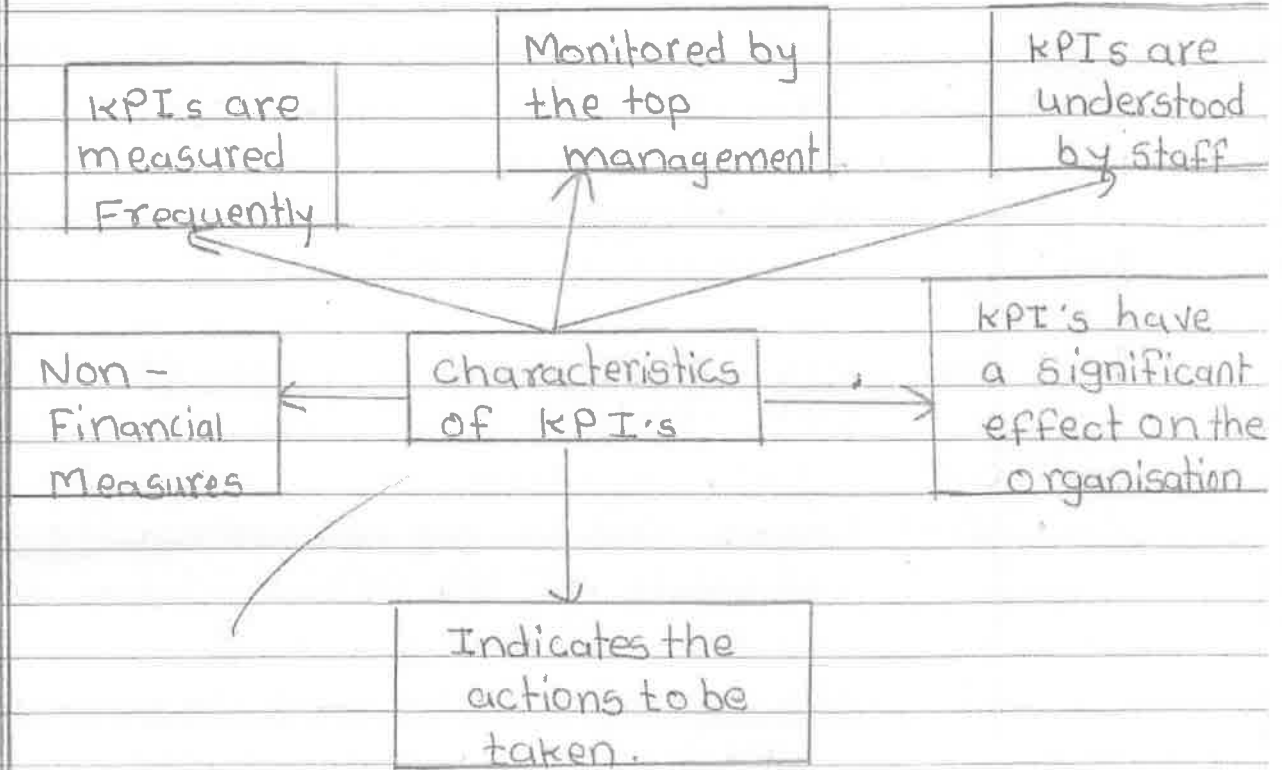
- If the KPIs are implemented and monitored regularly and constantly, the organisational performance gradually improves.
- The information obtained from monitoring and evaluation provides the opportunity to formulate strategies for future.
- This makes the organisation proactive, which helps in dealing with contingencies.

6] Incentives for Personal Performance :-

- KPIs can differentiate the good performers from non-performers. It is therefore linked to the incentive management system of the organisation.
- Teams & individuals are given targets, and if they achieve, they qualify for incentive schemes of the company.
- KPIs thus provide employees with information to plan their performance and achieve

incentive schemes.

© Characteristics of KPI's :-



1] Non-Financial Measures :-

- Key performance indicators are the non-financial measures and can-not be expressed in monetary terms.

2] KPI's are measured Frequently :-

- KPI's are measured continuously or periodically
- Some KPI's should be monitored on an hourly or daily basis.

3] Monitored by the Top Management :-

- The involvement of the top management in monitoring the KPI's is quite essential.
- This is because KPI have a purpose.
- And top management has to check either the objective is being met or not.
- If the KPI is not meeting the expectation of management, then top management can change the strategy.

4] KPIs are understood by staff :-

- KPI should be absolutely clear to all the staff members.
- There should be no ambiguity into the objective of the KPIs.

5] KPIs have a significant Effect on the organisation :-

- Critical success factors are get affected by the KPIs.
- If the CEO focuses on the implementation of the KPI with the support of the employees, then the organisation is sure to achieve its pre-determined objectives.

6] Indicates the Actions to be Taken :-

- KPIs indicate the required actions to be taken.
- These factors tell the staff what to understand and measure.

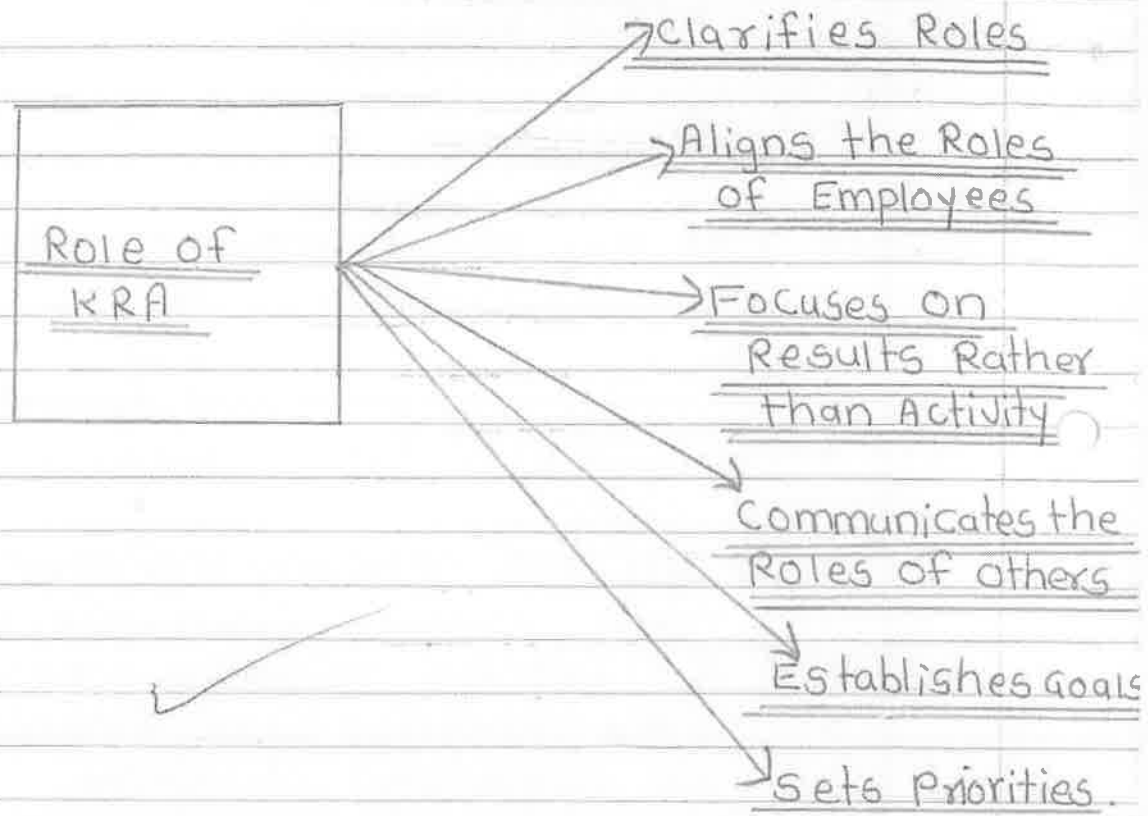
3] Key Result Areas :-

@Introduction :-

- The Key Result Areas or KRAs refer to the responsibilities of the employees for which he/she is accountable.
- KRAs are also called operational objectives.
- They differ from organisation to organisation.
- KRAs are generally the short-term objectives ranging from one to two years.
- It can be renewed when necessary.
- KRAs comprise both financial as well as operational objectives.
- With the help of critical success factors, it can be useful for various organisations to assess their performance. So the critical success factors are quite useful in identifying the key result areas & setting-up the objectives in those areas, and finally establishing the measures for evaluating the performance.
- The key result areas seek to identify the most current and important objectives with respect to the performance management system of the organisation.

⑥ Role of KRA :-





1] Clarifies Roles :-

- KRAs serve a very important roles in Clarifying the roles of people in organi-sations
- It provides a sense of direction to the people and removes any role ambiguity.

2] Aligns the Role of Employees :-

- KRA's make sure that every employee is working toward the same goal.
- Their performances are aligned with the vision statement in every job function.

3] Focuses on Results Rather than Activity :-

- KRAs help the organisation to focus on results, not to the operations needed to achieve those results.
- It helps the employees to know, what has to be achieved & upto what level.
- & hence it makes organisational processes more effective.

4] Communicates the Roles of others :-

- KRAs help the staffs to know their respective roles to achieve the pre-defined targets.
- This increases the coordination by having information about the roles performed by each other.
- It helps in knowing the core responsibilities of every employee.

5] Establishes Goals :-

- Setting the correct KRAs brings about a culture in which people take ownership and develop a result-oriented attitude.

6] Sets Priorities :-

- The key result areas help the employees to prioritise their activities. Since an employee can have many objectives he needs to segregate the important one from not so important objectives.
- It helps the employees to know which activity is more important and hence which one should be carried-out first.

④ 4] Conclusion :-

Critical Success factors are the essential condition or attributes for an organisation to be successful in the marketplace; with the help of key performance indicator business can able to measure its identified goals; And key Result Areas are the broad level of responsibilities of an employee.

By identifying critical success factors, key performance indicator and key result areas business firm can able to survive in the competitive market.

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Assignment No-1.

Name - Shweta Sanjay Bhalerao.

Roll NO - 2

Class - MBA-II

Subject - Strategic Management.

Faculty - Dr. Sagar Nimbalkar.


20/11/2023

Assignment NO - 1.

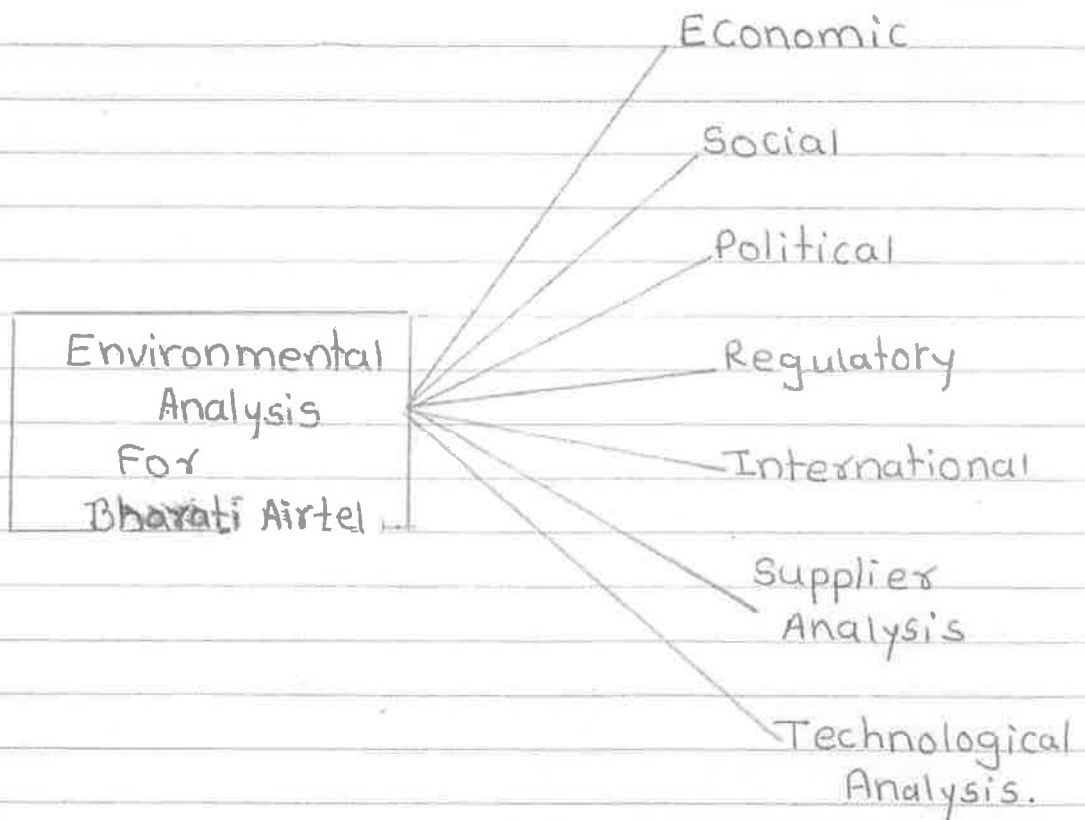
Q. Prepare ETOP For any company, which is in the any industry & also prepare their Strategic Advantage Profile (SAP)



Q Industry - Telecommunication industry

Q Company - Bharati Airtel Company.

• Environmental Threat & Opportunity Profile [ETOP] For Bharati Airtel :-



ETOP Analysis of Bharti Airtel.

Environmental Factors	Analysis	Favourability or Impact	Strategic Implications
1] Economic	Growth of Indian economy along with the expanding population of youth and increasing GDP rates.	(↑)	<ul style="list-style-type: none"> • The Company is providing value-added services for youth along with core benefits to the traditional customers. • The focus of the Company is on internet facilities.
2] Social	Existing telecommunication facilities are fairly adopted by the society. However, the demand for more enhanced technologies is still there.	(↑)	<ul style="list-style-type: none"> • Customers can be retained and increased with the help of mobile apps, 3G/4G based services. • Value added services, plug-play devices & wi-fi portability.
3] Political	Allocation of spectrum depends on the government rules & regulations as well as the image of firm.	(↓)	<ul style="list-style-type: none"> • The Firm should try to gain more spectrum for providing the support for new subscriptions by providing more p

Environmental Factors	Analysis	Impact	Strategic Implications
4] Regulatory	Telecom Regulatory Authority of India (TRAI) is establishing its image by making new regulations so that spectrums can be allocated effectively. Formulation of new regulations may lead to hike in tariffs.	(→)	<ul style="list-style-type: none"> • It may become difficult for the com to deal with the increased tariff • The company may need to increase the prices to cover the tariff. By providing new & beneficial services this loss can be covered up.
5] Market	The market has big players like Bharati Airtel, Vodafone, Idea, Reliance, Aircel, etc., which are doing quite well & have achieved success in this market. But recent trend tells that market is saturated now, & there is a down-fall in the rate of net subscriptions.	(↑)	<ul style="list-style-type: none"> • Since, the competition is quite high, hence there is a chance to earn profit for it. The firm needs to grow its customer base through which rate of subscriptions also with the profit would be increased.

Environmental Analysis	Analysis	Impact	Strategic Implications
6] Inter-national	To overcome the problem of downfall in subscription rate, the firm can tie-up with the international telecom companies so that better services can be provided.	(↑)	<ul style="list-style-type: none"> • Collaborating with international firms like NTT Docomo & Navteq may provide the leverage of its technologies. • Some of the technologies are SMS, Smart Pilot, Route Finder etc.
7] Supplier	Improvement in infrastructure is needed to provide better networking facility & value added services.	(→)	<ul style="list-style-type: none"> • After collaborating with firms like Huawei & ZTE, enhance the 3G networks & better services such as Fast network, low cost dongle, data cards, etc.
8] Technology	Latest technologies are being launched every day which enhances the service by allowing customers to use various applications. Technology is an important factor	(↑)	<ul style="list-style-type: none"> • The company is first private firm to launch 3G in the market. • It has also successfully launched i-mode,

Environmental Factor.	Analysis	Impact	Strategic Implications
	<ul style="list-style-type: none"> Technology is an important factor in tempting the customers 	(↑)	<ul style="list-style-type: none"> It has also successfully launched i-mode, which is a mobile based internet platform. Quick transition to future 5G, due to alliances.

[Impact - ↑ = favourable, ↓ = unfavourable, → = Neutral]

- Bharati Airtel is in the business of telecommunication in Indian market.
- As per the ETOP profile, the position of the company is stable and the firm is in the intense competition.
- The company can take the advantage of competition by providing value added services.
- New government regulations may impose some tariff barriers which may be recovered by launching new & beneficial services.
- Since, there is fierce competition in the market, hence for the proper allocation of spectrums the firm needs to pay more. Since, there is a lack of infrastructure in the country; hence collaboration would help the firm to spread its coverage.

① SAP - Strategic Advantage Profile of Bharati Airtel :-



① Strategic Advantage Profile (SAP) of Bharti Airtel

[(+) indicate strengths, (0) indicates neutral and (-) indicates weaknesses]

Internal Area	Impact	Competitive strengths or weaknesses.
1] Marketing	+	<ul style="list-style-type: none"> • 1st to launch 1 paisel per second & applicable for both postpaid & prepaid. • Leveraging Tata indicom's distribution channels. • Launched popular advertisement Campaign "keep it simple si
2] Operations	+	<ul style="list-style-type: none"> • Rated congestion free, Innovative tariff plans, first to introduced 3G, bilateral agreement with different operators to share network. High Speed network con
3] Personal	0	<ul style="list-style-type: none"> • Set up an institute in record 6 years, PMS was designed, won various HR awards for its HR Policies. • Hold contracts & alliances with major telecom providers. • Well paid employees.

Internal Area	Impact	Competative Strengths or Weaknesses.
4] General	+	<ul style="list-style-type: none"> • High quality experier top management ta proactive.
5] Finance	-	<ul style="list-style-type: none"> • 11% market share, 4th largest in India. • EBITDA For each custo-mer was around RS which was much less than industry average of 110-120. • Recently increased its tariffFs rates.
6] R & D	+	<ul style="list-style-type: none"> • Providing rural areas with more digital access. • E-shakti a digital litera initiative. • Stable performance.

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Date - 19-01-2023 Time - 9.28


20/1/23

Name - Inamdar Maithili Jitendra

Class - MBA II

Roll No - 19

Subject - Strategic Management
ETOP & SAP.

ETOP Analysis - Tata Docomo [Telecommunications Industry]

Environmental Sector of Impact

Analysis / Impact

Economic

Expanding Indian economy with positive GDP trends, increasing urbanization & youth population,

Social

People are becoming increasingly used to new technology in their lifestyle. They are affording price to get superior usage experience

Political

Spectrum license allocation is tightly controlled depends on the impression of Company in the view of government.

Regulatory

With departure of A. Raja, TRAI is actively making moves to make up its image by taking initiative to pull back, wrongly allocated spectrum & inviting new bids for it. Also its favour of tariff hike.

Market

Saturated as recent data shows decreasing growth rate of net subscriber additions over the previous quarters. Also the burden rate is quite high

Environment / Sector	Nature of Impact	Analysis / Impact
International	↑	Leverage the global scale for entering new market for off setting the decreasing growth rate in Indian market. Also tie up with international telecom firm would result in improving service quality & innovation.
Supplier	→	Need of infrastructure for providing better networking & need of content providers for launching value added apps & VAS is increasing in the industry.
Technology	↑	Enables to provide high quality uninterrupted services & also brings in new apps to wards luring customers.

- ↑ - Arrow indicate favourable condition.
- ↓ - Arrow indicate unfavourable condition.
- - Arrow indicate neutral.

SAP Analysis - Strategic Advantage Profile

Tata Docomo (Telecommunication industry)

Function	Nature of impact	Analysis
Marketing	↑	<p>Competitive strength or weakness</p> <p>It was the first to launch 1 Pais Sec. & this is applicable for both prepaid & post paid connections. Leveraging Tata Indicom's distribution channels.</p> <p>It has launched a popular advertisement campaign "keep it Silly." & hired Ranbir Kapoor as the brand mascot to allure the young population base which contributes to maximum sale for the</p>
Finance	↑	<p>11% of market share, 4th largest in India, EBITDA for each customer was around ₹5.75 which was much less than industry average of 110-120. Tata Docomo recently increased its innovative tariff process & achieved its breakeven by 2014.</p>

Capability Factor	Nature of Impact	Analysis
R & D.	→	Competitive strength or weakness Tata Docomo already invested about Rs. 9,700 crore in the past two years for the GSM network rollout across the country. Now Docomo is planning to add a R Centre in India to produce value added service & application for GSM & CDMA mobiles. A merger or acquisition could also be on cards for Tata Docomo. Business line reported it may choose inorganic growth, first launch 3G & first to conduct physical 4G in India.
Production & operation	↑	Rated congestion free, innovative tariff plans [Pay per second first to introduce 3G, bilateral agreement with different operators to share network.
Human Resource	↑	Set up an institute in 2008, 6 years, PMS was designed. Various HR awards for its HR policies.

↑ - arrow indicate strength.

↓ - arrow indicates weakness, → indicates neutral.

Q. 1

Identify the type of organisation structure being used at Synergos and explain how it works. What are the benefits of using this type of structure? What are the pitfalls



a) The Organisational Structure being used at Synergos :-

- Synergos is a young management and strategy consulting firm based at Mumbai.
- Synergos fits in with their requirements owing to its personalised service and reasonable commission structure.
- The organisational structure at Synergos has a board at the top, consisting of seven people, including the four founding members and three independent directors.
- One of the independent directors is the chairman of the board. Urmish, as the founder CEO, also heads an executive management committee with each of the founding members, leading three other top-level committees dealing with business portfolio, service management and executive recruitment.
- Presently, Synergos has grown to be a medium-sized consultancy firm,

serving clients in India and abroad, working for industries ranging from auto components to financial services and for manufacturing organization to service providers. Some-how, nearly half of the assignments it has worked on have been for mid-sized, upcoming family-owned businesses, a niche it has served well.

- The Synergos team decided to focus on the small & medium enterprises (SMEs). These were firms that realised they had problems needing specialist advice, but were apprehensive to approach the big firms on account of their limited outlay.

b) what are the benefits of using this type of structure :-

The benefits that the company gains is the flexibility that such an organisational arrangement affords seems to have been the major reason for the evolution of the organization structure at Synergos over the years.

c) Pitfalls of using this type of organisation structure :-

→

c) Pitfalls of using this type of organization structure :-

- There are some pitfalls that the Company had like the management Control of the Company is discreet and performance-based rather than behaviour-based.
- The means for control are informal such as, direct supervision.

Q. 2

Express your opinion about whether the structure is in line with the requirement of the strategy that synergos is implementing.

-
- The organisational structure at Synergos has a board at top, consisting of seven people, including the four founding members and three independent directors. The management team is called the professional group. The rest of the employees are referred to as the staff.
 - The professional group has young women and men who are graduates from some of the best institutions in India & abroad
 - There is a lot of multi-tasking however, to utilise the wide range of skills and special expertise that the professionals have.
 - Recruitment for professionals is stringent. Synergos typically looks for a good combination of education & experience and lays much emphasis on the compatibility of the prospective employee with the shared values.
 - The staff positions are also open for person wanting to work on part-time or project based.

- Emphasis is given to the ability of the prospective staff to undertake multi-tasking and work with documentation and word processing and presentation software packages.
 - Therefore, the structure of Synergos is somewhat in line with the recruitment.
 - But there is big pitfall that the performance appraisal is informal, with at least one of the four founding members being part of the evaluation committee for a professional.
 - Also Compensation system consist of a base salary with commission & bonus depending on performance only.
 - Therefore, the structure of Synergos is somewhat inline with the recruitments; but there are some pitfalls also.
-

Q. 3 Based on the information related to the information, control and reward systems available in the case, examine whether these systems are appropriate for the type of strategy being implemented.



- The performance appraisal of synergos is informal, with at least one of the four founding members being part of the evaluation committee for a professional.
- There are not many training opportunities except the on-the-job learning.
- New professionals are assigned to handle assignments autonomously.
- The staff members are usually recruited from fresh graduates, with good degrees from reputed institutions, in arts, sciences and commerce.
- Usually, the founding member closest to the work area of the employee is involved in determining the reward to be given.
- The time-cycle for appraisal is one year.
- Management control is discreet and performance-based rather than behaviour-based.

- The means for control are informal, such as direct supervision. Hence, this shows that the performance appraisal system are not appropriate to be in lined with the company's strategy and the Company should also give appraisal & rewards according to the behaviour of the employee also.

Closing Case

THE STORY OF SYNERGOS UNFOLDS*

Synergos[#] is a young management and strategy consulting firm based at Mumbai. It was established in 1992 at a time when there were a lot of expectations among the industry people from the liberalisation policies that were started the previous year by the Government of India.

The consulting firm is an entrepreneurial venture started by Urmish Patel, a dynamic person who worked with a multinational consulting firm at the time. He left his comfortable position there to venture into the management consultancy industry. The motivation was to be 'the master of his own destiny' rather than being an employee working for others. Urmish comes from an upper middle-class Gujarati family, settled in a small town in Rajasthan. His father was a government servant who retired with a meagre pension. His mother is a housewife. His other siblings are all educated and well-settled in their respective careers and professions. Urmish is a creative individual, uncomfortable with the status-quo. During his student days at a college at Jaipur, he was continually coming up with bright ideas that some of his friends found to be preposterous. To him, however, these were perfectly achievable ideas. He studied biotechnology and then went to the US on a scholarship to do his Masters. After a semester at a well-known university there, he lost interest and switched to pursue an MBA. He liked it and soon settled down to work with an American consultancy firm and toured several countries on varied assignments during the seven years he worked there.

In 1992 came the urge to Urmish to chuck his job and be on his own. It was a risky, yet an exciting step to take. His accumulated capital was limited—just enough to rent office space, buy a few computers and hire an assistant. There were no consultancy assignments for the first three months. But an acquaintance soon came to his aid, introducing him to the CFO of a major family business group who needed advice on a performance improvement project they wanted to launch. The op-

portunity came in handy though the returns were nothing to write home about. That project was the first step to many more that came gradually. Synergos started gaining presence in the competitive management consultancy industry and attracting attention from the people whom they worked for. Word-of-mouth publicity led them from one project to another for the first three years till 1995. Synergos took up whatever came its way, delivering a cost-effective solution to its clients. A team of four had formed by now, each member of the team specialising in services rendered to the clients. For instance, one of the members is a specialist in engineering projects, while another has expertise in finance. The third one is a service sector specialist, also having experience in dealing with government matters.

The phase of rapid growth started some time in 1995 when the Synergos team decided to focus on the small and medium enterprises (SMEs). These were firms that realised they had problems needing specialist advice, but were apprehensive to approach the big firms on account of their limited outlay and inexperience of dealing with such firms. Synergos came to their aid by tailoring their services as near as possible to their needs. Another differentiation platform Synergos offered to its client was a fully-integrated consultancy service where it got involved right from the stage of planning down to its implementation and monitoring.

Presently, Synergos has grown to be a medium-sized consultancy firm, serving clients in India and abroad, working for industries ranging from auto components to financial services and for manufacturing organisations to service providers. Somehow, nearly half of the assignments it has worked on have been for mid-sized, upcoming, family-owned businesses, a niche it has served well. These organisations typically need a boutique sort of consultancy that can offer customised services dealing with a broad range of practices related to strategy, organisation design, mergers and acquisitions and operational matters such as logistics and supply-chain management. Synergos fits in

*Synergos is a hypothetical organisation though the case could be realistic. The material is based on the generally accepted conventions and the reading experience of the author of this book.

with their requirements owing to its personalised service and reasonable commission structure.

The organisational structure at Synergos has a board at the top, consisting of seven people, including the four founding members and three independent directors. One of the independent directors is the chairman of the board. Urmish, as the founder CEO, also heads an executive management committee with each of the founding members, leading three other top-level committees dealing with business portfolio, service management and executive recruitment.

The management team is called the professional group. The rest of the employees are referred to as the staff. The professional group has young women and men who are graduates from some of the best institutions in India and abroad. They are assigned to taskforces based on their qualifications, experience and interests. The departmentation at Synergos is flexible, based on an interplay of the three categories: skill, service and specialty. For instance, a professional may have IT skills, may have worked to provide supply-chain management services and developed expertise in handling operational assignments for medium-sized food and beverage firms. There is a lot of multi-tasking however, to utilise the wide range of skills and special expertise that the professionals have. For administrative matters, the professionals are assigned to client-service departments of industry solutions, enterprise solutions and technology solutions. The flexibility that such an organisational arrangement affords seems to have been the major reason for the evolution of the organisation structure at Synergos over the years.

The staff group of employees consists of the support people who provide a variety of services to the professionals. Among these are research assistants, industry analysts, documentation experts and secretarial staff. There is no set pattern for assignment of staff to the administrative departments and generally, a need-based approach is followed, depending on the workload at a particular time.

Recruitment for professionals is stringent. Synergos typically looks for a good combination of education and experience and lays much emphasis on the compatibility of the prospective employee with the shared values. Creativity, broad range of professional interests, intellectual acumen, team-working and physical fitness to undertake demanding tasks and work for long hours are the criteria for

hiring. There are not many training opportunities except the on-the-job learning. New professionals are assigned to a mentor for some time till they are ready to handle assignments autonomously. The staff members are usually recruited from fresh graduates, with good degrees from reputed institutions, in arts, sciences and commerce. The staff positions are also open for persons wanting to work on part-time or project-bases. Emphasis is given to the ability of the prospective staff to undertake multi-tasking and work with documentation and word processing and presentation software packages.

The compensation system consists of a base salary with commission and bonus depending on performance. There are other usual elements such as medical reimbursement, loan facility and gratuity and retirement benefits. The performance appraisal is informal, with at least one of the four founding members being part of the evaluation committee for a professional. Usually, the founding member closest to the work area of the employee is involved in determining the rewards to be given. The time-cycle for appraisal is one year. Management control is discreet and performance-based rather than behaviour-based. The means for control are informal, such as direct supervision.

Urmish is a strong proponent of the emergent strategy and is not in favour of tying Synergos to a fixed strategic posture. So are the other founder members, though at times they do talk about deciding on a niche such as the SME organisations as clients and enterprise solutions as the core competence. In the highly fragmented consultancy industry where it is possible for even one person to set up an office in a commercial area and leverage connections to secure projects, Synergos is open to opportunities as they emerge, while trying to maintain the flexibility that has made it successful till now.

Questions

1. Identify the type of organisation structure being used at Synergos and explain how it works. What are the benefits of using this type of structure? What are the pitfalls?
2. Express your opinion about whether the structure is in line with the requirements of the strategy that Synergos is implementing.
3. Based on the information related to the information, control and reward systems available in the case, examine whether these systems are appropriate for the type of strategy being implemented.

Case study NO-5.

Name :- shweta Sanjay Bhalerao.

Roll No :- 2

Sub. :- Strategic Management.

Class :- MBA-II

Faculty :- Dr. Sagar Nimbalkar.

Q. 1

Analyse the iGATE Case to highlight how it could apply some of the Strategic controls such as premise control, implementation control, strategic surveillance & special alert control.



- The business strategy is focused on the differentiation based on the central points or focal points like infrastructure management, enterprise solution and testing.
- iGATE adopts a differentiation business model based on an integrated technology and operations model which it calls as the iTOPS model.
- The strategic evaluation & control has both the elements of strategic as well as operational control. Some controls and their objectives are :-
 1. On-shore versus off-shore mix of business revenues : In 2004, this ratio was 55:45 and in 2007, it has improved to 27:73, indicating a much higher revenue generation from off-shore business.
 2. Billing rates : Revenue charged from clients on assignments. With project consulting assignments from off-shore clients, where the revenues are typically higher, with lower costs and higher productivity in India, the realisation from billing have to be higher. The industry norms for ITES are US\$18-25 per hour for off-sh

and US\$ 55-65 per hour for on-shore assignments.

3. The number of large clients from Fortune 1000 companies: Presently, iGATE has nearly half of its more than 100 clients from Fortune 1000 companies, of which the top 10 account for 70 per cent of its business.

4. Controlling employee costs: This is an area where concerted effort is required from the HR and finance functions. Hiring less experienced employees lowers the compensation bill. In the IT and ITES industry, attracting and retaining well-qualified and experienced employees is a critical success factor. The performance indicator for this objective is the cost per employee.

5. Human resource metrics such as the hiring and attrition rates: In the IT and ITES industry, the human resource metrics such as hiring and attrition rates are critical indicators. Increasing the number of employees and lowering the attrition rate by retaining the employees is a big challenge. There are presently about 5800 employees likely to go up to 8500 in the next two years. The attrition of 20 per cent presently at iGATE is on the higher side.

But such attrition is common in the industry where the employee mobility is high and employee pinching a widespread trend.

Q. 2 Analyse and describe the process of setting of standards at iGATE.



- The process of setting of standards at iGATE are based on the Corporate Strategies of iGATE that offer integrated IT Services and divesting the legacy IT staffing business and possibly making acquisitions in the domain expertise for financial service business.
- The business strategy is focused differentiation based on differentiation based on the focal points of testing, infrastructure management and enterprise solution.
- The competitive tactic is avoiding head-on competition with the formidable larger players in the industry by carving out a niche.
- The business definition is serving large customers and staying away from sub-contracting work.
- iGATE adopts a differentiation business model based on an integrated technology and operations model which

it calls as the iTOPS model. This is advancement over the prevalent model in the ITES industry based on low-cost arbitrage model.

- iTOPS is based on transaction-based pricing for services and supporting the clients by providing the platform processes & services.
- The strategic evaluation and control has both the elements of strategic as well as operational control.
- The functional & operational implementation is aimed at achieving four sets of objectives :

i) shifting from small customers to large customer. (Fortune 1000 companies.)

ii) shifting away from stocking to project-consulting assignments.

iii) working directly with clients rather than with system integrators.

iv) moving from a local to international markets.

So, this is the process of setting of standards at iGATE.

Q.3

Give your opinion on the effectiveness of the role of reward system in exercising HR performance management at iGATE and suggest what improvements are possible, given the environmental conditions in the IT/ITES industry in India at present.

-
- The human resource management function is being critical in IT/ITES industry where so many challenges are there.
 - So, it needs a strong focus on training and development, motivation, freedom or autonomy & attractive rewards or incentives.
 - iGATE has an integrated people management model focusing on developing technical, behavioural and leadership competencies.
 - The three metrics by which the HR function is assessed are: human capital index, work culture and employee affective commitment.
 - The reward system at iGATE consists of meritorious employees across all levels being granted restricted stock options, thus providing an incentive to remain with the company till they become due.
 - This company is in average paymaster but there are some drawbacks that the company tries to trade-off offering a more challenging work environment.

-ment, quick promotions & opportunity for implementing novelty or innovation.

- Also, the lacks the big-brand appeal of the larger players such as Wipro, Infosys, cannot compete on scale and is still under the shadow of its original business of body-shopping IT personnel. That's why the company should implement effective work culture in its operations and should also giving time to time ~~time~~ motivation to the employees can also be beneficial.

14. On the basis of a combination of quantitative and qualitative criteria'. Why is this so?
15. What issues are important in measuring performance?
16. In what different forms may deviation between actual performance and standards occur? How can they be checked?
17. How can strategists initiate corrective action?
18. Write a short explanatory note on evaluation techniques for strategic control.
19. Differentiate between strategic momentum control and strategic leap control.
20. Write a short explanatory note on the evaluation techniques for operational control.
21. How can a memorandum of understanding be used as an evaluation technique for the performance of public enterprises?
22. Which type of auditing techniques can be used in operational control?
23. Briefly review the role of information systems in strategic evaluation.

Discussion/Application Questions

1. Write a descriptive note on the nature and importance of strategic evaluation.
2. Which individuals and groups participate in the

3. Describe and explain the application of the techniques for strategic control.
4. How can the conventional financial accounting system be made to serve the purpose of operational control? Discuss.
5. Discuss the different types of techniques used for operational control.
6. How is performance evaluation done in public enterprises in India?
7. Suppose there is an NGO that works in the tribal areas for spreading health awareness against indiscriminate use of tobacco and alcohol. Propose an effective system of strategic evaluation and control that could be used by such an NGO.
8. Make a chart showing clearly, the role that the information, control and reward systems play in strategic evaluation. Provide examples to highlight the role of each organisational system.
9. Propose a system to be adopted for evaluating performance of your business school. Identify the parts that relate to strategic and operational control respectively. Also suggest the techniques that should be used for evaluation.

Closing Case

EXERCISING STRATEGIC AND OPERATIONAL CONTROLS AT IGATE GLOBAL SOLUTIONS*

The Bangalore-based iGATE Global Solutions is the flagship company of iGATE Corporation, a NASDAQ-listed, US-based corporation. Known earlier as Mascot Systems, it was set up in India in 1993, to offer IT staffing services. It acquired business process outsourcing (BPO) and contact cen-

tre businesses in 2003, making it an end-to-end IT and ITES service provider. Its service portfolio includes consulting, IT services, data analytics, enterprise systems, BPO/BSP, contact centre and infrastructure management services. iGATE has over 100 active clients and centres based in Canada, China, Malaysia, India, the UK and the US. Chairman, Ashok Trivedi and CEO Phaneesh Murthy, an ex-Infosys IT professional and their partners hold a major stake, with some participation by

institutional and public investors. The revenues for 2006-2007 are over Rs. 805 crore and net profits, Rs. 49.6 crore.

The corporate strategies of IGATE are offering integrated IT services and divesting the legacy IT staffing business and possibly making acquisitions in the domain expertise for financial services businesses. The business strategy is focused differentiation based on the focal points of testing, infrastructure management and enterprise solutions. The competitive tactic is avoiding head-on competition with the formidable larger players in the industry by carving out a niche. The business definition is serving large customers and staying away from sub-contracting work.

IGATE adopts a differentiation business model based on an integrated technology and operations model which it calls as the iTOPS model. This is an advancement over the prevalent model in the ITES industry based on low-cost arbitrage model. iTOPS is based on transaction-based pricing for services and supporting the clients by providing the platform, processes and services.

The strategic evaluation and control has both the elements of strategic as well as operational controls.

The functional and operational implementation is aimed at achieving four sets of objectives:

- (a) Shifting from small customers to large customer (Fortune 1000 companies)
- (b) Shifting away from stocking to project-consulting assignments
- (c) Working directly with clients rather than with system integrators
- (d) Moving from a local to International markets

Some illustrations of the performance indicators that reflect these objectives are:

1. On-shore versus off-shore mix of business revenues: In 2004, this ratio was 55:45 and in 2007, it has improved to 27:73, indicating a much higher revenue generation from off-shore business.
2. Billing rates: Revenue charged from clients on assignments. With project consulting assignments from off-shore clients, where the revenues are typically higher, with lower costs and higher productivity in India, the re-

alisations from billing have to be higher. The industry norms for ITES are US\$ 18-25 per hour for off-shore and US\$ 55-65 per hour for on-shore assignments.

3. The number of large clients from Fortune 1000 companies: Presently, IGATE has nearly half of its more than 100 clients from Fortune 1000 companies, of which the top 10 account for 70 per cent of its business.
4. Controlling employee costs: This is an area where concerted effort is required from the HR and finance functions. Hiring less experienced employees lowers the compensation bill. In the IT and ITES industry, attracting and retaining well-qualified and experienced employees is a critical success factor. The performance indicator for this objective is the cost per employee.

5. Human resource metrics such as the hiring and attrition rates: In the IT and ITES industry, the human resource metrics such as hiring and attrition rates are critical indicators. Increasing the number of employees and lowering the attrition rate by retaining the employees is a big challenge. There are presently about 5800 employees, likely to go up to 8500 in the next two years. The attrition of 20 per cent presently at IGATE is on the higher side. But such attrition is common in the industry where employee mobility is high and employee pinching a widespread trend.

The human resource management function being critical in an industry where so many challenges exist, needs a strong emphasis on training and development, motivation, autonomy and attractive incentives. IGATE has an integrated people management model focusing on developing technical, behavioural and leadership competencies. The three metrics by which the HR function is assessed are: human capital index, work culture and employee affective commitment. The reward system at IGATE consists of meritorious employees across all levels being granted restricted stock options, thus providing an incentive to remain with the company till they become due. The company, though, is an average paymaster, which disadvantage it tries to trade-off by offering a more challenging work.

environment, quicker promotions and chances for practising innovation.

Critics say that that iGATE lacks the big-brand appeal of the larger players such as Infosys and Wipro, cannot compete on scale and is still under the shadow of its original business of body-shopping IT personnel.³²

Questions

1. Analyse the iGATE case to highlight how it could apply some of the strategic controls

such as premise control, implementation control, strategic surveillance and special alert control.

2. Analyse and describe the process of setting of standards at iGATE.
3. Give your opinion on the effectiveness of the role of reward system in exercising HR performance management at iGATE and suggest what improvements are possible, given the environmental conditions in the IT/ITES industry in India at present.

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Closing Case

MANAGING HINDUSTAN UNILEVER STRATEGICALLY*

Unilever is one of the world's oldest multinational companies. Its origin goes back to the 19th century when a group of companies operating independently, produced soaps and margarine. In 1930, the companies merged to form Unilever that diversified into food products in 1940s. Through the next five decades, it emerged as a major fast-moving consumer goods (FMCG) multinational operating in several businesses. In 2004, the Unilever 2010 strategic plan was put into action with the mission to 'bring vitality to life' and 'to meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life'. The corporate strategy is of focusing on core businesses of food, home care and personal care. Unilever operates in more than 100 countries, has a turnover of €39.6 billion and net profit of €3.685 billion in 2006 and derives 41 per cent of its income from the developing and emerging economies around the world. It has 179,000 employees and is a culturally-diverse organisation with its top management coming from 24 nations. Internationalisation is based on the principle of local roots with global scale aimed at becoming a 'multi-local multinational'.

The genesis of Hindustan Unilever (HUL) in India, goes back to 1888 when Unilever exported Sunlight soap to India. Three Indian subsidiaries came into existence in the period 1931-1935 that merged to form Hindustan Lever in 1956. Mergers and acquisitions of Lipton (1972), Brooke Bond (1984), Ponds (1986), TOMCO (1993), Lakme (1998) and Modern Foods (2002) have resulted in an organisation that is a conglomerate of several businesses that have been continually restructured over the years.

HUL is one of the largest FMCG company in India with total sales of Rs. 12,295 crore and net profit of 1855 crore in 2006. There are over 15000 employees, including more than 1300 managers.

The present corporate strategy of HUL is to focus on core businesses. These core businesses are in home and personal care and food. There are 20 different consumer categories in these two businesses. For instance, home and personal care is made up of personal wash, laundry, skin care, hair care, oral care, deodorants, colour cosmetics and ayurvedic personal and health care, while food businesses have tea, coffee, ice creams and processed food brands. Apart from the two product divisions, there are separate departments for specialty exports and new ventures.

Strategic management at HUL is the responsibility of the board of directors headed by a chairman. There are five independent and five whole-time directors. The operational management is looked after by a management committee comprising the Vice Chairman, CEO and managing director and executive directors of the two business divisions and functional areas. The divisions have a lot of autonomy with dedicated assets and resources. A divisional committee having the executive director and heads of functions of sales, commercial and manufacturing looks after the business level decision-making. The functional-level management is the responsibility of the functional head. For instance, a marketing manager has a team of brand managers looking after the individual brands. Besides the decentralised divisional structure, HUL has centralised some functions such as finance, human resource management, research, technology, information technology and corporate and legal affairs.

Unilever globally and HUL nationally, operate in the highly competitive FMCG markets. The consumer markets for FMCG products are finicky; it's difficult to create customers and much more difficult to retain them. Price is often the central concern in a consumer purchase decision requiring producers to be on continual guard against cost increases. Sales and distribution are critical functions organisationally. HUL operates in such a milieu. It has strong competitors such as the multinationals.

Procter & Gamble, Nivea or L'Oréal and formidable local companies such as, Amul, Nirma or the Tata FMCG companies to contend with. Rivals have copied HUL's strategies and tactics, especially in the area of marketing and distribution. Its innovations such as new style packaging or distribution through women entrepreneurs are much valued but also copied relentlessly, hurting its competitive advantage.

HUL is identified closely with India. There is a ring of truth to its vision statement: 'to earn the love and respect of India by making a real difference to every Indian'. It has an impeccable record in corporate social responsibility. There is an element of nostalgia associated with brands like Lifebuoy (introduced in 1895) and Dalda (1937) for senior citizens in India. Consequently, Indians have always perceived HUL as an Indian company rather than a multinational. HUL has attempted to align its strategies in the past to the special needs of the Indian business environment. Be it marketing or human resource management, HUL has experimented with new ideas suited to the local context. For instance, HUL is known for its capabilities in rural marketing, effective distribution systems and human resource development. But this focus on India seems to be changing. This might indicate a change in the strategic posture as well as a recognition that Indian markets have matured to the extent that they can be dealt with by the global strategies of Unilever. At the corporate level, it could also be an attempt to leverage global scale while retaining local responsiveness to some extent.

In line with the shift in corporate strategy, the locus of strategic decision-making seems to have moved from the subsidiary to the headquarters. Unilever has formulated a new global realignment under which it will develop brands and streamline product offerings across the world and the subsidiaries will sell the products. Other subtle indications of the shift of decision-making authority could be the appointment of a British CEO after nearly forty years during which there were Indian CEOs, the changed focus on a limited number of international brands rather than a large range of local brands developed over the years and the name-change from an Lever to Hindustan Unilever.

The shift in the strategic decision-making power from the subsidiary to headquarters could however, prove to be double-edged sword. An example could be of HUL adopting Unilever's global strategy of focussing on a limited number of products, called the 30 power brands in 2002. That seemed a perfectly sensible strategic decision aimed at focusing managerial attention to a limited set of high-potential products. But one consequence of that was the HUL's strong position in the niche soap and detergent markets suffering owing to neglect and the competitors were quick to take advantage of the opportunity. Then there are the statistics to deal with: HUL has nearly 80 per cent of sales and 85 per cent of net profits from the home and personal care businesses. Globally, Unilever derives half its revenues from food business. HUL does not have a strong position in the food business in India though the food processing industry remains quite attractive both in terms of local consumption as well as export markets. HUL's own strategy of offering low-price, competitive products may also suffer at the cost of Unilever's emphasis on premium priced, high end products sold through modern retail outlets.

There are some dark clouds on the horizon. HUL's latest financials are not satisfactory. Net profit is down, sales are sluggish, input costs have been rising and new food products introduced in the market have yet to pick up. All this while, in one market segment after another, a competitor pushes ahead. In a company of such a big size and overpowering presence, these might still be minor events or developments in a long history that needs to be taken in stride. But, pessimistically, they could also be pointers to what may come.³⁴

Questions

1. State the strategy of Hindustan Unilever in your own words.
2. At what different levels is strategy formulated at HUL?
3. Comment on the strategic decision-making at HUL.
4. Give your opinion on whether the shift in strategic decision-making from India to Unilever's headquarters could prove to be advantageous to HUL or not.

REVISED Bloom's Taxonomy Action Verbs

Definitions	I. Remembering	II. Understanding	III. Applying	IV. Analyzing	V. Evaluating	VI. Creating
Bloom's Definition	Exhibit memory of previously learned material by recalling facts, terms, basic concepts, and answers.	Demonstrate understanding of facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating main ideas.	Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way.	Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.	Present and defend opinions by making judgments about information, validity of ideas, or quality of work based on a set of criteria.	Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions.
Verbs	<ul style="list-style-type: none"> • Choose • Define • Find • How • Label • List • Match • Name • Omit • Recall • Relate • Select • Show • Spell • Tell • What • When • Where • Which • Who • Why 	<ul style="list-style-type: none"> • Classify • Compare • Contrast • Demonstrate • Explain • Extend • Illustrate • Infer • Interpret • Outline • Relate • Rephrase • Show • Summarize • Translate 	<ul style="list-style-type: none"> • Apply • Build • Choose • Construct • Develop • Experiment with • Identify • Interview • Make use of • Model • Organize • Plan • Select • Solve • Utilize 	<ul style="list-style-type: none"> • Analyze • Assume • Categorize • Classify • Compare • Conclusion • Contrast • Discover • Dissect • Distinguish • Divide • Examine • Function • Inference • Inspect • List • Motive • Relationships • Simplify • Survey • Take part in • Test for • Theme 	<ul style="list-style-type: none"> • Agree • Appraise • Assess • Award • Choose • Compare • Conclude • Criteria • Criticize • Decide • Deduct • Defend • Determine • Disprove • Estimate • Evaluate • Explain • Importance • Influence • Interpret • Judge • Justify • Mark • Measure • Opinion • Perceive • Prioritize • Prove • Rate • Recommend • Rule on • Select • Support • Value 	<ul style="list-style-type: none"> • Adapt • Build • Change • Choose • Combine • Compile • Compose • Construct • Create • Delete • Design • Develop • Discuss • Elaborate • Estimate • Formulate • Happen • Imagine • Improve • Invent • Make up • Maximize • Minimize • Modify • Original • Originate • Plan • Predict • Propose • Solution • Solve • Suppose • Test • Theory



Preliminary Examination- January 2023

Date: 23 /01/2023

Time: 02: 15 Hours

Class: MBA - II

Max. Marks 50

Subject: 301- STRATEGIC MANAGEMENT

Instructions:

- i) All questions are compulsory.
- ii) All questions carry equal marks (10).

Action Verb	Applicable CO						Questions	M k
	CO1	CO2	CO3	CO4	CO5	CO6		
Remembering								
Understand								
Applying								
Analyzing								
Evaluating								
Creating								
Q.1	✓	✓					Attempt any 5 questions(2 marks each) a. Draw a neat labeled diagram of BCG matrix b. The corporate strategy of expansion is followed when an organization aims at high growth by substantially broadening the scope of one or more of its businesses in terms of their _____ and _____ -singly or jointly- in order to improve its overall performance. c. Draw a neat labeled diagram of GE-9 cell matrix d. Define the terms, CSF and KPI e. Enlist examples of entry and exit barriers. f. Classify and enlist business environmental factors g. Enlist the levels of strategy with example. h. Enlist different types of benchmarking.	1
Q.2		✓					Attempt any 2 questions(5 marks each) a. Describe the Porter's Five forces Model of Competition. b. Write a note on VRIO Framework c. Describe various ways of leveraging the resources	1
Q.3	✓		✓	✓			a. Discuss various concentration strategies and describe its advantages and limitations. or b. Describe the reasons why related and unrelated diversification is adopted? What are the risks involved in diversification?	1

Q.4				✓	✓		<p>a. Consider any organization in an industry of your choice. Prepare an organizational capability profile and summarize the result in the form of a strategic advantage profile, clearly indicating the nature of the impact of the different capability factors.</p> <p>or</p> <p>b. Explain in detail Value Chain Analysis as a technique of organizational appraisal.</p>	10
Q.5					✓	✓	<p>a. Select any organization of your choice. Identify the high priority environmental factors in its relevant environment. Use this information to prepare a summary ETOP for the organization.</p> <p>or</p> <p>b. Consider any industry of your choice and point out the critical success factors for an organization in that industry. Attempt to formulate objectives and devise measures of performance on the basis of the critical success factors you have identified.</p>	10

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301 Strategic Management - Unit Test II (30 Marks)

Date: 10/1/2023

Q1. Attempt any five from the following (10 marks)

- a. Classify and Enlist the activities of value chain.
- b. Define the term Organizational Capability.
- c. Enlist typical strengths that support marketing capability.
- d. Define the term Benchmarking.
- e. Enlist different types of benchmarking.
- f. Draw a neat labeled diagram of BCG matrix
- g. Define the terms, Core competence and Distinctive Competence

Q 2. Write notes on any two from the following (10 marks)

- i. VRIO Framework
- ii. BCG Matrix
- iii. GE 9 Cell Matrix
- iv. Ways of leveraging the resources

Q. 3 Attempt any one from the following (10 marks)

- A. Explain the framework for the development of strategic advantage by an organization.
- B. Explain in detail the value chain analysis as a technique of organizational appraisal

301 Strategic Management - Unit Test II (30 Marks)

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- iv. Ways of leveraging the resources

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- A. Explain the framework for the development of strategic advantage by an organization.
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