

Offline Assignments 1 – Strategic Management

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Course – BANKING AND FINANCIAL SERVICES

1) You are in the process of strategy implementation Which of the following is an integral part of the managerial process of drafting and executing strategy..

Developing a proven business model	Setting objectives and using them as a yardsticks for measuring the companys performance and progress ✓	Deciding how much of the companies resources to employ in pursuit of sustainable competitive advantage	Communicating the companys mission and purpose to all employees
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2) Management of an organisation is obliged to monitor new external development, evaluate the companys progress, and make corrective adjustment in order to determine

Whether the company has a balanced scorecard for judging performance	Decide whether to continue or change the company strategy equation, objectives, strategy and/or strategy execution model ✓	Determine what changes should be made to the customer value proposition	Determine whether the companys business model is well matched to changing market and competitive circumstances
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3) A company has identified corporate strategy as investing in automobile industry the business strategy is to

Invest in electric cars ✓	Invest in infrastructure	Investment in communication technology	Raise a public offering
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4) A organisation it is suffering from decreased market shares, low returns because of falling demand

It should aim at developing competence and building market share	It should adopt low cost and differentiation strategies	Cost leadership, differentiation and focus strategy	Adopt low cost business strategy to gain market share ✓
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5) Using the SWOT analysis the organisation may think of using the existing resources beyond its limit

It is a fit approach	Its a leverage approach	Its a stretch approach ✓	Its a combination of stretch and fit approach
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6) In an organisation a balanced scorecard that includes both strategic and financial performance targets is a conceptually strong approach for judging a company's overall performance because

<p>✓ Financial performance measures are lagging indicators that reflect the results of past decisions and organisational activities where strategic performance measures are leading indicators of the company's future financial performance</p>	<p>Balance scorecard approach pushes managers to avoid setting objectives that reflect the results of past decisions and organisational activity and activities and instead, to set objectives that will serve as leading indicators of the company's future financial performance</p>	<p>It entails putting equal emphasis on good strategy execution and good business model execution</p>	<p>It entails putting equal emphasis on good strategy execution and good business model execution</p>
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7) An organisation is in start-up phase and wants to grab market share as compared to its competitor what competitive strategy it should select to gain the market share

<p>Consider a broad market and differentiation</p>	<p>Consider a broad market and lower cost</p>	<p>✓ Consider a narrow market and lower cost</p>	<p>Consider a narrow market and differentiation</p>
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8) An independent group of suppliers, such as farmers, gather to form a cooperative in order to sell their products to buyers directly, replacing their previous distributor. This is an example of

<p>✓ Forward integration</p>	<p>Backward integration</p>	<p>Threat of substitute products</p>	<p>Threat of entry</p>
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9) A firm's infrastructure is quite frequently viewed only as overhead expense, it can become a source of competitive advantage. Examples include all of the following except:

<p>Negotiating and maintaining ongoing relations with regulatory bodies</p>	<p>Marketing expertise increasing a firm's revenues and enabling it to enter new markets ✓</p>	<p>Effective information systems contributing significantly to a firm's overall cost leadership strategy</p>	<p>Top management providing a key role in collaborating with important customers</p>
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10) An organisation wants to understand the environment in terms of industry analysis which one of the following can be used to serve the purpose

<p>SWOT</p>	<p>Porter's five forces model ✓</p>	<p>PESTEL</p>	<p>Porter's generic strategies model</p>
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11) A marketing department that promises delivery quicker than the production department's ability to produce is an example of a lack of understanding of the

<p>Synergy of the business units</p>	<p>Need to maintain the reputation of the company</p>	<p>Organizational culture and leadership</p>	<p>Interrelationships among functional areas and firm strategies ✓</p>
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12) Company wants to improve its competitive position, which of the following is false regarding how a differentiation strategy can help a firm to improve its competitive position vis a vis Porters five forces?

By increasing a firms margins, it avoids the need for a low cost position	It helps a firm to deal with supplier power and reduces buyer power since buyers lack comparable alternatives	✓ Supplier power is increased because suppliers will be able to charge higher prices for their inputs	Firms will enjoy high customer loyalty, thus experiencing less threat from substitutes than its competitors
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13) Primary value chain activities that involve the effective layout of receiving dock operations (inbound logistics) and support value chain activities that include expertise in process engineering (technology development) characterize what generic strategy?

Differentiation	Overall cost leadership ✓	Differentiation focus	Stuck-in-the-middle
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14) In the context of strategic management, stakeholders can be defined as:

An individual or group with a financial stake in the organization	An external individual or group that is able to impose constraints on the organization	Internal groups or individuals that is able to influence strategic direction of the organization	An individual or group with an interest in the organizations activities and who seeks to influence them ✓
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15) You have been asked to define a make a vision statement for the company which one of the situation would you avoid while making a vision statement

Directional (is forward-looking, describe the strategy course that management has charted and the kinds of product-market-customer-technology changes that will help the company prepare for the future)	Easy to communicate (is explainable to in 10 to 15 minutes, can be reduced to a memorable slogan)	Graphic (paints a picture of the kind of company management is trying to create and the market position or positions the company is striving to stake out)	✓ Consensus-driven (commits the company to a mainstream directional path that most all stakeholders will enthusiastically support)
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