

Strategic Management-II
MS 404
Practice Set – I

1. Explain, with the help of Strategic Positioning & Action Evaluation (SPACE) model. How competitive business organisations differ from that of conservative ones in terms of resources and approaches to strategic alternatives?
2. Explain, with diagram, the Directional Policy Matrix (DPM). How it can be converted to a Risk Matrix?
3. What is an Ambidextrous Organizational structure? What is the principle of ambidexterity?
4. What is restructuring and re-engineering? State the differences between the two processes.
5. Explain the VRIO framework.
6. State the differences in ‘Red-Ocean Strategy’ and ‘Blue Ocean Strategy’ approaches
7. Briefly explain, with diagram, the Quality Function Deployment (QFD) process and its significance.
8. Explain the concept of Service Profit Chain as a strategic imperative for marketers
9. Explain the concept of Customer Value Proposition as a strategic imperative for marketers
10. What are the factors that determine the choice of strategy. Explain the three stages involved in strategy analysis and strategy choice process.
11. What is QSPM. Explain the process
12. Explain, diagrammatically, the Grand Strategy Matrix
13. What is the difference between the Matrix Organizational Structure and Network Organizational Structure (Spider’s Web Structure). Under what type of business considerations do these structures are adopted?
14. Study the following case and answer the questions that follows:

Quartel Ltd., based in Pune, manufactures telephone sets since 1969. Initially it used to manufacture static landline sets. With the advent of new technology they started to manufacture cordless phones too. During the mid-1990s the cellular phone market started to gather its momentum in India. Quartel formed an alliance with Phonex, a British company to launch mobile handsets in India by the brand name Phontel. It was a timely move as the mobile

phone market grew very fast over the next five years or so. By this time there has been a gradual downfall in demand for the land-phone market. In 2005 Quartel started manufacturing mobile phones with indigenous technology in their newly set up production base at Gurgaon. By 2010 they become the number one Indian company in the mobile phone market. The unique proposition of Quartel has been value for price. From the mid of 2011 Quartel saw a big swing of their customer base towards multinational brands. One of the major reasons identified by Quartel was the changing consumer dynamics and preference towards combinations of electronic gadgets. It found that the choice of brand is determined by the number of relevant gadgets integrated in the handset. Therefore a mobile phone is no longer a stand-alone instrument for communication only but also an audio-video console for entertainment. Quartel is thinking about its next move.

Q.(A) Prepare a SWOT analysis for Quartel and predict its next move/ strategy.

15. What is an Environment Serving Organization (ESO)? Explain the concept of 'critical mass' and its types. Explain the relationship between budget effectivity and critical mass and state under what condition operating budget will have maximum effectivity?
16. Explain how strategy formulation, adoption and implementation differ in familiar and novel environmental change conditions over time?