
301. Strategic Management

A. Define the Following Concepts

1. Strategic Management
2. Strategic Intent
3. Vision & Mission
4. Scenario planning
5. competitive advantage
6. Benchmarking
7. Value Chain Analysis
8. Stretch, leverage & fit
9. Generic Competitive Strategies
10. Grand Strategies
11. Vertical Integration
12. Mergers & Acquisition
13. Strategic Alliances & Collaborative Partnerships
14. Outsourcing Strategies
15. Deliberate & Emergent Strategies
16. Corporate Culture
17. Business Portfolio Analysis
18. Organization Structures
19. Strategy Implementation
20. Strategy Evaluation
21. Blue Ocean Strategy
22. Red ocean strategies
23. Strategy Canvass & Value Curves
24. Virtual Value Chain
25. triple bottom line

B. Answer the Following Questions

1. Draft the SWOT Analysis for Any one company.
2. Related diversification is an attractive corporate strategy and can be better than adopting unrelated diversification strategy? Comment and support with relevant example.
3. What is a grand strategy? Explain various types of grand strategies with Example.
4. Explain the Porter's Generic Competitive Strategies.
5. Define the term "Strategy". Explain in detail the levels of strategy.
6. What is a competitive advantage? Explain sources of competitive advantage.
7. Explain generic competitive strategies.
8. What do you mean by strategic plan? Enumerate its components.
9. Differentiate between Red Ocean Strategy and Blue Ocean Strategy.
10. Explain in detail issues in strategic management with respect to social and environmental sustainability.
11. Develop ETOP for Any one company
12. What is strategy implementation? Explain Mintzberg's 5 Ps Model and Mc Kinsey's 7s Framework

14. What are the characteristics of good mission statement with examples? Also explain Michel Porter Five Force Model.
15. What is business portfolio analysis? Explain the types of business portfolio.
16. Explain Blue Ocean and Red Ocean strategies with its principles.
17. Describe the process of Strategic Management draw a neat chart showing comprehensively the different elements in the strategic Management Process.
18. Discuss six sigma structures? How can it be useful for strategy implementation of the organization?
19. What do you mean by the term „Triple Bottom Line“? Explain in detail users of triple bottom line.
20. What do you understand by Hierarchy of strategic intent? Explain its attributes in detail.

302. Decision Science Assignment

1. Define the following concepts:
 1. Degeneracy in Transportation Model
 2. Decision making
 3. Absorbing state in Markov analysis
 4. Prohibited assignments in assignment models
 5. Simulation
 6. Pure strategy game
 7. Critical Path in Network analysis
 8. Dependent and Independent event in probability
 9. Binomial and Poisson distribution
 10. Random variable

2. Solve the assignment problem.
How do you deal with the assignment problems where (a) Assignments are prohibited.
(b) The objective function is to be maximized.

	1	2	3	4	5
A	8	8	8	11	12
B	4	5	6	3	4
C	12	11	10	9	8
D	18	21	18	17	15
E	10	11	10	8	12

3. Solve the following TP to maximize profit.
Also explain the uses of transportation model.

Origin	Destinations (Profit Rs./Unit)				Supply
	1	2	3	4	
A	40	25	22	33	100
B	44	35	30	30	30
C	38	38	28	33	70
Demand	40	20	60	30	

4. Solve the following problem graphically:
Maximize: $Z = 3x + 4y$
Subject to: $x + y \leq 6$;
 $2x + y \leq 8$; $x, y \geq 0$

5. Solve the following problem graphically:
Minimize : $z = 4x + 5y$
Subject to :
 $5x + y \geq 10$; $2x + 2y \geq 12$; $x + 4y \geq 12$; $(x, y \geq 0)$

6. A firm makes two types of furniture – chairs and tables. The contribution to profit by each product as calculated by accounting department is Rs. 20 per chair and Rs. 30 per table. Both the products are to be processed on three machines M1, M2 and M3. The time required in hours by each product and total time available in hours per week on each machine are as follows: How should the manufacturer schedule the production in order to maximize the profit?

Machine	Chair	Table	Available Time (Hrs)
M1	3	3	36
M2	5	2	50
M3	2	6	60

7. Market survey is made on two brands of breakfast foods A and B. Every time a customer purchases, he may buy the same brand or switch to another brand. The transition matrix is given below. At present 60% of people buy brand A and 40% buy brand B. Determine market shares of brands A and B in the steady state.

From	To	
	A	B
A	0.8	0.2
B	0.6	0.4

8. The rainfall distribution in monsoon season is as follows: Simulate the rainfall for 10 days using following random numbers: 67, 63, 39, 55, 29, 78, 70, 06, 78, 76. Find average rainfall.

Rain in cm	0	1	2	3	4	5
Frequency	50	25	15	5	3	2

9. In the toy manufacturing company, suppose the product acceptance probabilities are not known, but the following data is known: Determine the optimal decision under each of the following criteria: i. Maximax ii. Maximin iii. Minimax Regret.

Product	Anticipated 1 st year Profit (Rs. '000)		
	Acceptance		
	Full	Partial	Minimal
Good	8	70	50
Fair	50	45	40
Poor	-25	-10	0

10. Solve the following game:

		B	
		B1	B2
A	A1	3	5
	A2	4	1

11. Patients arrive at a clinic according to Poisson distribution at the rate of 20 patients per hour. Examination time per patient is exponential with mean rate 30 per hour.

- Find the traffic intensity.
- What is the probability that a new arrival does not have to wait?
- What is the average waiting time of patient before he leaves the clinic?

12. At an ATM centre arrivals occur according to Poisson distribution with a rate of 5 per hour. Service time per customer is exponentially distributed with mean 5 minutes.

- Find the expected number of customers in service.
- What is the percentage of time the facility is idle.

13. The following table gives the activities in a construction project and other relevant information

Activity	1 – 2	1 – 3	2 – 3	2 – 4	3 – 4	4 – 5
Duration (Days)	20	25	10	12	6	10

- i. Draw the network for the project
- ii. Find the critical path
- iii. Determine the expected project completion time
- iv. Prepare an activity schedule (showing ES, EF, LF and float for each activity)

14. There are 7 jobs, each of which have to go through machines A and B in order AB. Processing time in hours is given in the table. Calculate total elapsed time, idle time of both machines and total idle time of the system.
- | Job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----------|---|----|----|---|----|----|---|
| Machine A | 3 | 12 | 15 | 6 | 10 | 11 | 9 |
| Machine B | 8 | 10 | 10 | 6 | 12 | 1 | 3 |

15. Four cards are drawn at random from a pack of 52 cards. Find the probability that:

1. They are a king, a queen, a jack and an ace
2. Two are kings and two are jacks
3. All are clubs
4. All are red or all are blacks

16. An urn contains 8 white and 3 red balls. If two balls are drawn at random, what is the chance that, (i) both are white (ii) both are red (iii) one is of each colour (iv) both are red or both are white.

17. In a certain factory turning out razor blades, there is a small chance $1/500$ for any blade to be defective. The blades are supplied in a packet of 10. Use Poisson distribution to calculate approximately, the number of packets containing (i) No defective and (ii) Two defective blades, in a consignment of 10,000 packets.

307. International Business Environment

A. Define the Following Concepts

1. Internationalization process.
2. The Multinational Corporations
3. Global Enterprises
4. Brexit
5. Reverse globalization.
6. Ethics and CSR in International Business.
7. Legal Environment,
8. Cultural Environment,
9. Ethics and CSR in International Business.
10. Modern theories of FDI
11. Merger and Acquisition
12. Basics of Forex Market
13. WTO
14. IMF
15. World Bank
16. Balance of Payment

17. Basic Concept of IFRS
18. concern for ecology
19. Outsourcing and global value chain

B. Answer the Following Questions

1. Define Importance nature and scope of International business?
2. Globalization has also been good for multinational corporations. Is this statement true or false? Why? Explain?
3. Explain India religion and culture and which one plays a significant role in this particular? How does the indie cultural impact international business? Explain?
4. List some forms of political risk other than a takeover of a subsidiary by the host government, and briefly elaborate on how each factor can affect the risk to the MNC
5. Describe the most salient political and economic risks Fed Ex might encounter upon entering Vietnam
6. Write in brief the historical developments of international financial environment.
7. Discuss the importance of GATT and its transition to WTO
8. Briefly outlines the transition of Indian foreign trade after 1991 economic reforms.
9. 5 Biggest Trends Impacting International Business In 2020.
10. Will Covid-19 Have a Lasting Impact on Globalization?

309 Knowledge Management

Q.1 What is knowledge and why is it important? What are the key features of a knowledge management system?

Q.2 What are the key challenges of knowledge management?

Q. 3 Explain types of knowledge and its implications for KM Knowledge codification and system development.

Q.4 Elaborate Km System Life cycle.

Q.5 What Is Tacit Knowledge? Explicit Knowledge?

Q.6 Elaborate Knowledge transfer and knowledge sharing. Explain the role of culture and structure in the context.

Q.7 What is knowledge management infrastructure? In what way does information technology infrastructure contribute to knowledge management within an organization?

Q.8 What's the difference of between explicit knowledge and tacit knowledge give specific examples of explicit and tacit knowledge. Why would it be important to manage these?

Q.9 What are the dimensions of Knowledge management systems? Explain its impact –

People

Processes

Products

Organizational Performance.

OR

Q.10 What are the three major components of knowledge management?

Q.9 Elaborate Dimensions of KM Impact on – People, Processes, Products & Organizational Performance.

Q.10 Future of Knowledge Management

310 Corporate Governance

1. Write short notes on:

- a) What is the Difference between Shareholders and Stake Holders?
- b) Notion of Conflict of Interest d) Write in brief role of CEO
- c) Write in Brief the role of Director
- d) What is the Importance of Governance?
- e) Corporate Governance
- f) Ownership Structure
- g) Corporate Governance Model
- h) Types of Directors

Answer to all questions

1. a) Explain the Nature and Significance of Corporate Governance
 - b) Define a Corporation. What are the Corporate Objectives?
 - c) What are the best practices of Corporate Governance?
 - d) What about characteristics of Corporate Governance?

- e) What about Narayan Murthy Committee Report?
- f) Explain the concept and significance of Corporate Governance.
- g) Critically examine agency theory on Corporate Governance.
- h) What are the different types of Institutional Investors?

Case Study –1

Background

Six years ago, Parkgrove Thistle Football Club was struggling to stay in the Premier Division. The club's owner decided he was not getting a good enough return on his investment, so he sold the club on to another businessman.

The new Chairman had ambitious plans for the club. He invested in some talented young players and hired an experienced Manager and Coach. He took out bank loans to upgrade the club's stadium. The stadium now met the health and safety standards set by the government and offered better facilities for the fans. It also had a new function suite which could be hired out for private events such as birthday parties and business meetings.

Over the next few years the club's performance and league position improved. As a result there was a huge increase in the number of fans turning up to watch Parkgrove Thistle play. However, more investment in top quality players was needed if the club was to improve further. This meant more capital was needed, so the chairman decided to go public. Shares in the club were sold on the Stock Exchange, giving the club some of the finance necessary for its plans.

The following season the Chairman's dreams came true. Parkgrove Thistle won the Scottish Cup, its first trophy for over 30 years. There were great celebrations in the club's home town.

The present situation

Winning the cup meant the club was now eligible to play in Europe. This had several positive spin offs. The club's share price soared. Marketing opportunities for promoting the club's brand was considerably improved. Sales of items from the club shop like replica shirts, sports bags, soft toys etc. increased. Revenue from the function suite also rose. More and more companies held corporate events there.

However, Parkgrove Thistle's success was short lived. Injury problems plagued their star players and they did not have a large enough pool of new players to replace the injured ones. Their league position slipped and they were in danger of being relegated. The internal management structure of the club was crumbling. The local newspapers were full of reports of heated disputes between the Chairman and the Team Manager. The Chairman wanted to sell some players because of spiraling wage costs but the Team Manager disagreed. Share prices and the revenue from the home gates started to fall. The club's profit and

loss statement showed a loss of £500,000 even though the balance sheet still looked healthy. The fans, some of whom were shareholders, were calling for the resignation of the Chairman.

Options for the future

1. Place more emphasis on the hospitality side of the club's activities. The function suite has already proved to be popular and is also very profitable. Doing more of this would help increase the club's profits. It would mean that the Chairman's original plan for the club could continue

2. Sell off the most expensive players (who are assets to the club). This will earn the club revenue in transfer fees and will help reduce the huge wage bill. However, the Team Manager and the fans will resent this because it will weaken the team. If they continue to lose regularly, fans will stop coming and gate revenue will fall even further. This would be a big change in the club's plans. It would no longer try to compete with other big teams and would go back to being a struggling club.

QUESTIONS

1. Explain why option 1 is a tactical decision.
2. Explain why option 2 is a strategic decision

Case Study –2

"Mr. Singh was on the street. He lost his secured government job. Nor was he acceptable to the firm which made him put in his papers to the government undertaking. He had dependents at home. "On advice from friends, Mr. Singh consulted Dr. Bharath, a cardiologist and an approved government doctor for several firms in Bangalore. On examination, the doctor certified to the fitness of Mr. Singh but advised him to see him (doctor) after a couple of months "Fitness certificate being produced. Mr. Singh was inducted into the firm. After two months. Mr. Singh promptly met Dr. Bharath who, after a thorough check-up, advised the former to undergo heart surgery. "Mr. Singh was hospitalized for two months and the entire medical and nursing bill was picked up by his employer.

Questions:

- (a) "Who is right and who is wrong?"
- (b) What ethical issues are involved in this? Was Mr. Singli right? Dr. Nandish wrong?
- (c) Was Dr Bharat unscrupulous? Was Mr. Vittal made a fool? Enlighten.