

PGDM, 2018-20
Strategic Management II
DM-501

Trimester – V, End-Term Examination: December 2019

Time allowed: 2 Hours 30 minutes
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

Note: There are 2 sections in this paper. Answer briefly and to the point.

Section A: Answer 3 Questions (10 marks each), 1 each from A, B, and C

Q. A.1 From which field of Scientific Study has the concept of Force Multipliers emerged. How has this concept been applied in Strategic Management and in which part. What are the force multipliers that are relevant to a firm's strategy? Briefly describe these and explain their importance. CILO 1, Develop a perspective for effective implementation` of strategies for creating sustained competitive advantage.

Q. A.2. Explain what Systems Levers mean. Do they play a key role in Strategic Implementation? Is the presence of the "latest and greatest" hardware and software enough to ensure good systems? What are the key requirements to ensure good Systems performance. Provide at least one illustration to support your argument. CILO 1, Develop a perspective for effective implementation` of strategies for creating sustained competitive advantage.

Q. B.1 What do you understand by Macro and Micro Organisation? How many variants are there in Macro Organisations? Name and briefly discuss them. Is there a connection Between the stage of growth of a firm and the choice of its Macro Organisation. Type or can it be independent of the same? Justify your answer with a brief Explanation. CILO 2. Establish the flow of strategy from organizational vision, core values, through key focus areas, putting appropriate systems for implementation, setting and achievement of targets.

Q. B.2 Which Strategic Lever would you place Leadership Systems in. Explain TWL's Leadership system. Highlight two parts of the system that you think contributed the most to its superior competitive performance in its industry. CILO 2. Establish the flow of strategy from organizational vision, core values, through key focus areas, putting appropriate systems for implementation, setting and achievement of targets.

Q. C1 How was Customer and Market Knowledge developed at Timex Watches Ltd, And how was Customer Satisfaction and Relationship Enhancement ensured by the firm? What was the role of Customer feedback in this pursuit. provide some key achievements in this critical area. CILO 3. Creating a fit between Strategy and organizational structure and controls for smooth implementation of chosen strategy. Appreciate the vital importance of strategic leadership for effective implementation of chosen strategy.

Q.C.2 What role did the Use of Information and Data play in the Strategic Implementation of TWL? Explain the linkage between Key Business Drivers and Key Organisational processes with respect to one of the KBDs and two Key Result Areas. CILO 3. Creating a fit between Strategy and organizational structure and controls for smooth implementation Of chosen strategy. Appreciate the vital importance of strategic leadership for Effective implementation of chosen strategy.

Section B (20 marks) Compulsory Case Study

Read the following Caselet and answer both the questions given below

C.E.O David Kearns faced a tremendous challenge just 2 years before he became the company's highest ranking officer. Xerox was the dominant leader in the U.S. photocopier market, with sales growth of a billion dollars a year. Now however, the product line was aging, growth was flat. Japanese companies were making major inroads into the U.S. market and profits were down. The situation was so bad that some analysts speculated that Xerox, inventor of Xerography, was now headed towards Bankruptcy.

As CEO, Kearns had a clear responsibility—lead 125,000 Xerox employees in saving the company—but the means to accomplish this were anything but clear. Fortunately for Xerox, Kearns's actions constituted a textbook example of sound leadership, as he led the organisation to develop and implement its Leadership Through Quality Strategy. Eight years later, as Kearns prepared to leave Xerox, the company had Quality awards with its new product line, once again led the global photo-copier market, was regaining its lost market share, and enjoyed near-record levels of profitability. What specifically did Kearns do to effect this remarkable turnaround? To insiders, three practices stand out.

Communication Kearns proved in communicating the severity of the company's problems as well as his vision of how Xerox would save itself. Although he was a great inspirational speaker, he did not limit communication to the spoken word. For example, he used symbolism as a communicative device when he insisted Leadership Through Quality would never be referred to as LTQ, signalling that the strategy was much more than merely the current acronym.

Use of Power. Kearns was never known as an overly tough or demanding boss—rather his reputation was for being a caring and nurturing “people person”. However, one circumstance was always sure to bring out a very different side of his personality as he drew upon the full power of his position as a CEO. More than once doubters, questioned the need for the tremendous emphasis on quality, complaining “All this quality stuff is getting in the way of other things we need to be doing”. At this the normally mild-mannered Kearns took on a steely countenance, as the room grew quiet and he soberly explained, “Quality is not in the way—it is the way, and if you cannot understand this distinction, the company will be happy to provide you with the best outplacement services available”.

A role Model: Kearns use of communication and power were vital to the Xerox turnaround, but people most remember the role model he provided during the tough times at his company. One retired executive recalls, “David is the only CEO I've ever observed who committed to a demanding course of action and then unflinchingly supported it no matter how tough things got. No matter what we threw at him, he never blinked”. Kearns personal commitment to Leadership Through Quality was so evident that employees began to say “He doesn't just talk the talk, he walks the talk”. This popular phrase spread beyond Xerox and today, a leader who demonstrates commitment to a strategy by personal actions is said to “walk the talk”.

Through personal behaviour such as selectively drawing on personal authority, communicating effectively, and maintaining steadfast visible support for his strategy, David Kearns dramatically changed Xerox Corporation, leading the way to great performance improvements.

Q.1 Do you think that Kearns understood the difference between Authority and Power as has been explained in the course on Strategic Implementation. If so, provide instances from the case and justification. What were the other aspects of Leadership that was exercised most vigorously?

10 Marks

Q.2. Are there other aspects of Strategic Implementation that Xerox could, and should have taken note of and acted on? Mention two of these and provide suggestions as to where and how they could have been applied, specifically in terms of Xerox's Vision Statement.

10 Marks