

Trimester: Jan - April 2024
Examination: End Term Examination

Programme code: 12 Programme: MBA PT HRM	Class: TY	Trimester: IX (SVU 2024)
Name of the Constituent College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: General Management	
Course Code: 117P12C902	Name of the Course: Strategic Management	

Maximum Marks: 50

Date: 21 April, 2024

Duration : 3 hrs

Notes:

- 1. Questions 1 is compulsory.**
- 2. Read the instructions of Q2 to Q4 carefully.**
- 3. Use of examples, flow charts, tables etc is recommended wherever applicable.**
- 4. Content and presentation of content, both are important criteria for assessment.**

Question No.		Max. Marks
Q1		20
	<p>Read the case carefully and answer the questions:</p> <p>Research found that the shift to remotely working could have implications for employee wellbeing. Social contact was a factor that determined the experience of working from home and employees who had more contact with their line manager reported significantly higher levels of organisational commitment and job satisfaction. There was also evidence that this extra contact may have added extra pressure to the already squeezed line manager role, research with managerial responsibilities reported lower levels of work- life balance and job satisfaction in comparison with those who did not manage anyone. This suggests that the range of responsibilities that line managers have, especially in ensuring a positive employee relationship, were amplified during this time. It has been argued that management of people and teams has never been easy, but further problems can arise when teams go virtual as managers must adopt new and more complex methods of communication. People do prefer to have face-to-face conversations , which allows for subtle facial and body language cues, the use of the voice, pitching tone and intonation that may not transfer</p>	

	<p>easily virtually. This does not mean that over time managers will not learn how to adjust to alternative cues and ways to effectively express themselves in a virtual environment, but this is an added layer to an already multi-faceted role. Line managers must still manage an individual's performance, implement solutions when necessary and have a vital role in establishing the organisation's shared vision, corporate values and organisational goals . This must be done in a way where trust is maintained, and where wellbeing is considered.</p> <ol style="list-style-type: none"> 1. What skills do line managers need to have to improve employee's wellbeing virtually? 2. In above situation, point out which changes might occur in the organization that affect HR strategy. 3. Develop a strategic plan to ensure employees working virtually are equally competent and efficient as good as employees working in physical office environment, strategy should meet the future landscape for employers. 	
Q 2		10
(a) OR	What is strategic management process? Describe the concept of the value creation and profitability of a company.	
(b)	Discuss the corporate level, business level and functional level strategies, illustrate with suitable examples.	
Q 3		10
(a) OR	What is competitive advantage? Can organisation achieve competitive advantage through human resources.	
(b)	Suggest a strategic framework for a foreign company to manage multicultural human resources in India	
Q4		10
	<p>Describe any two of the following by applying concept of strategic management and using appropriate examples:</p> <ol style="list-style-type: none"> 1. Strategic leadership helps taking good decisions. 2. Startups need to adopt blue ocean strategy. 3. BCG Matrix of your company 4. McKinsey 7s framework 	