Total No. of Questions : 15

MBA (2016 to 2017) (Sem.–4)
STRATEGIC MANAGEMENT
Subject Code : MBA-401
M.Code : 71378

Time : 3 Hrs.   Max. Marks : 60

INSTRUCTION TO CANDIDATES :
1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt ANY ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

1. What do you understand by the term strategic management? State the importance of strategic management for business.

2. *"The purpose of internal appraisal is to undertake the analysis of the strengths and weakness of the organization"*. Explain the statement

3. Define the term Combination strategy. What are the types of combination strategies?

4. *"Cost leadership is one strategy when a company most competitively priced the products on the market"*. Comment on the statement.

5. Explain the Porter's Five Force model.

6. What are the common mistakes in strategy implementation?

SECTION-B
UNIT-I

7. *"Strategic decision making aligns short term objectives with long term goals, and a mission that defines your company's big picture purpose"*. Explain the statement. Also state the process of strategic management.

8. What do you meant by environmental appraisal? State the various components of environment according to their impact on business strategies.

UNIT-II

9. Explain the concept of Organizational appraisal. State the technique of financial and non-financial analysis.

10. *"Critical success factors are the essential areas of activity that must be performed well if you are to achieve the mission"*. Comment on the statement.

UNIT-III

11. What is meant by Corporate Restructuring? State the reasons and methods of restructuring.

12. *"A core competency results from a specific set of skills or production techniques that delivers additional value to the costumers"*. Comment on the statement.

UNIT-IV

13. What is meant by strategy implementation? State the process of strategic implementation.

14. Explain the concept of strategic control. Also state the various types of strategic control.

SECTION-C

15. **Read the Case study and answer the following questions :**

Profitable Bank Data Warehousing

Profitable Bank is a commercial bank operating across the country since 2000. It started with a limited number of branches in Punjab, India. The services provided by the bank gradually expanded beyond the state. The bank massively expanded by acquiring regional banks in the country. Besides basic credit and risk services, it diversified into financial services such as insurance services, foreign trade and money market. By the end of the financial year 2008, the bank had a presence over the majority of the country by operating through 700 branches all over India.

To stay competitive in the present era, the bank offers modern applications such as mobile banking and internet banking. In its endeavor, to increase physical presence and make debit facilities easier, the bank has, more than 1500 ATMs across the country. Today, the bank is a leading bank in the country with very high customer satisfaction and products and services that are tailored to the needs of the customer segments. From regional bank to pan India bank, the journey of Profitable Bank truly remarkable and in this journey, data warehouse played a very important role for Profitable Bank.

Initially the massive expansion brought lot of problems, as expansion resulted in high number of transaction which meant huge operational and transactional database. Extracting meaningful information from transactional database was a complex task as updates were very often and data in transactional database was not standardized. Also, the flow of information in the bank across different departments with clients and customers increased. The bank did not have the requisite database to support increasing data. The current technology had limited capabilities in terms of storage, analytical abilities and robustness.

As transactional data were not cleansed, which resulted in redundant data and queries run this data took longer time to execute and therefore reports were delayed. This, in turn, implied that management could not get the requisite information on time which is required to take important decisions, and at certain times this would also obstruct the tactical decisions in the bank. Clearly, the advancement was required in the existing technology and the only viable solution was a Data warehouse.

Data were integrated from all the transactions and operational databases across the bank and using tools: the data were cleansed, standardized and loaded into the data warehouse. A metadata repository contained the standardizing rules for the warehouse. The transaction data are updated in real time to reflect the changes in the customer bank account and to provide access to the same on mobile banking. ATMs or internet banking.

In the data warehousing layer, the data are stored in three form of dependent data marts like marketing data mart, MR data mart, etc. this provided a strategic advantage to the bank house now the analytical were domain specific and hence targeting the customer segments became easier. The bank soon rose in customer satisfaction by providing best-in-class loan facilities credit and debit card facilities and hassle-free insurance. This provided two-way advantage-one domain specific data and another integration of specific data. The system supported the building of the multidimensional semantic model to enable analytics to be implemented over the data and gain insights in to serving customer better in the marketplace. Further, the system supported front end tools such as reporting, queries, and dashboards using KPIs.

Question :

1. Discuss various problems faced by profitable bank before the implementation of data warehouse.

2. Discuss the benefits of data warehouse in profitable bank.