

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2023-25)
END TERM EXAMINATION (TERM-IV)

Subject Name: Strategic Management
Sub. Code: PG44

Time: **02.00 hrs**
Max Marks: **40**

Note: All questions are compulsory. Section A carries 5 marks: 5 questions of 1 mark each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

<u>SECTION - A</u>		
Attempt all questions. All questions are compulsory.		1×5 = 5 Marks
Questions	CO	Bloom's Level
Q. 1: (A). What is the importance of strategic control and evaluation? Q. 1: (B). What is VRIO? Q. 1: (C). Differentiate between Corporate Strategy and Functional Strategy Q. 1: (D). What is Change Management? Q. 1: (E). What is Premise Control? (Entire Sec A to be assigned one CO.)	CO1	
<u>SECTION – B</u>		
All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)		7 x 3 = 21 Marks
Questions	CO	Bloom's Level
Q. 2: (A). Apply the PESTEL analysis and compare the strategic plan of Ola and Uber <p style="text-align: center;">Or</p> Q. 2: (B). Apply value chain analysis for the strategic analysis in Zepto. (internal choices with two questions corresponding to the same CO)	CO2	
Q. 3: (A). Evaluate the challenges faced by Maruti Suzuki in their strategy implementation <p style="text-align: center;">Or</p> Q. 3: (B). Assess the role of leadership in the successful strategy implementation in Microsoft Corporation. (internal choices with two questions corresponding to the same CO)	CO3	
Q. 4: (A). Develop the Strategic evaluation and control process for Lenskart. <p style="text-align: center;">Or</p> Q. 4: (B). Develop the Balanced Score Card components for evaluation of Volkswagen. (internal choices with two questions corresponding to the same CO)	CO5	
<u>SECTION - C</u>		
Read the case and answer the questions		7×02 = 14 Marks
Questions	CO	Bloom's Level
Q. 5: Case Study: iGATE Corporation, headquartered in New Jersey, US, is in the business of	CO4	

integrated technology and operations-based solutions having about 35,500 employees and revenues of US\$ 1.2 billion. iGATE serves the banking and financial services, insurance, healthcare and life sciences, manufacturing, retail and consumer products, media and entertainment, energy and utilities, and product and engineering industries in America, Asia Pacific, and Europe. It offers integration of technology and customer processes through cloud computing, data analytics, digital technology, and mobility. It has eight key subsidiaries around the world. The Indian subsidiary of iGATE is the Bangalore-based iGATE Global Solutions, known earlier as Mascot Systems. It was set up in India in 1993 as an offshore development centre and to offer IT staffing services. It acquired business process outsourcing (BPO) and contact centre businesses in 2003 making it an end-to-end IT and ITES service provider. In 2011, it acquired Patni Computer Systems which merged in 2013. It has seven delivery centres in India. iGATE's revenue for 2013-14 was Rs. 357 crore and its net profit was Rs. 49.44 crore. Ashok Trivedi is the chairman, Sunil Wadhvani is the vice chairman, and Ashok Vemuri is the president and CEO. The corporate strategies of iGATE are offering integrated IT-enabled services divesting the legacy IT-staffing business and possibly making acquisitions in the domain expertise for financial services businesses. The business strategy is focused on differentiation based on focal points of testing, infrastructure management, and enterprise solutions. The competitive tactic is avoiding head-on competition with the formidable larger players in the industry by carving out a niche. The business definition is serving large customers and staying away from sub-contracting work. In 2014, iGATE reorganised itself into vertical-based business units where leaders will have responsibility and accountability towards the clients, shareholders, and employees. The restructuring aimed at the creation of smaller industry-focused business units with independent responsibilities with the heads focussing on consultancy, delivery, and sales. In the European region, iGATE would continue with the geographical structure. iGATE adopts a differentiation business model called the integrated technology and operations (ITOPS) model. The model enables optimisation of clients' business through a combination of process investment strategies, technology leverage and business process outsourcing and provisioning. It facilitates a single-point analysis of business goals, IT, operations, processes, human resources and related costs. The ITOPS model is an advancement over the prevalent model in the ITSS industry based on low-cost arbitrage integrated technology and operations based on transaction-based pricing for services and supporting the clients by providing the platform, processes, and services.

The strategic evaluation and control had both the elements of strategic as well as operational controls. The functional and operational implementation was aimed at achieving four sets of objectives:

- a. Shifting from small customers to large customers (Fortune 1000 companies)
- b. Shifting away from stocking to the project- consulting assignments
- c. Working directly with clients rather than system integrators
- d. Moving from a local to international markets

Questions:

Q. 5: (A). Analyse the iGATE case to highlight how it could apply some of the strategic controls such as premise control, implementation control, strategic surveillance, and special alert control.

Q. 5: (B). Examine the role of operational and functional plans to implement the strategy in iGate.

(Entire Sec C to be assigned one CO. Both questions corresponding to the same CO)

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Kindly fill in the total marks allocated to each CO in the table below:

COs	Marks Allocated
CO1	5 Marks (Example)
CO2	7 Marks
CO3	7 Marks
CO4	14 Marks
CO5	7 Marks

(Please ensure the conformity of the CO-wise marks allocation as per your TLEP.)

Bloom Taxonomy Levels are given below for your reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create