

**Birla Institute of Technology and Science, Pilani**

**Second Semester 2022-23; Comprehensive (Closed Book)**

**MPBAG508**

**Strategic Management**

**Date: - 22/5/2023; Time: 3 hours**

**M.Marks:30**

Note: Attempt all the questions. All the questions are of 5 marks each.

**Q1.** Michael Porter opines in an HBR article that “*Operational effectiveness is not Strategy*”, Do you agree with him? If yes, discuss why and if you don’t agree with his opinion, why not? You may elaborate upon your argument using examples from Indian context.

**Q2.** Oil of Olay was a stagnant brand from the stable of P&G. In great strategies, the *where-to-play* and *how-to-win* choices have to fit together to make the company competitive. How was Olay able to succeed spectacularly because of these correct choices? Discuss. You are free to use any other appropriate example to explicate the same.

**Q3.** Digital transformation requires strengthening the core and building for future at the same time. Elaborate with examples why a *framework for digital leadership* along with its components is an imperative even for old economy companies.

**Q4.** What is the distinction between *resources, capabilities and competencies*? Behind every distinctive competence, there is a blend of many capabilities. Do you agree? Critically discuss.

**Q5.** Most companies concentrate exclusively on short term financial measures and ignore long term, more strategic measures. Do you agree? If yes, what measures would you suggest these companies to use and why?

**Q6.** Take any case study/studies that has/have been discussed in the classroom. Reflect upon and describe which solid ten lessons would you like to internalize from the descriptions of the processes of strategic change initiated and implemented by those world class business leaders so as to prepare for the role of a successful business executive in future.