

Total No. of Questions : 5]

SEAT No. :

P2189

[5465]-3001

[Total No. of Pages : 3

M.B.A. - II

**301 : STRATEGIC MANAGEMENT
(2016 Pattern) (Semester-III)**

Time : 2¼ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 Marks.*
- 3) *Each question has an internal option.*
- 4) *Support your answer with suitable examples.*

Q1) a) Case Study:

Bihar Prashasanik Sudhar Mission's SMS based monitoring System with a vision to improve Governance and increase citizen's participation in development, Government of Bihar (GoB) launched Bihar Prashasanik Sudhar Mission Society" (BPSM). Having a goal to inform the additional way, the government works in order to deliver better quality services to its entire citizen. BPSM is committed to get positive change all around. The Department for International Development (DFID) is financing the administration of BPSM and is also providing resources to help Govt. of Bihar to implement administrative reforms, modernize administrative Process, strengthen human resource management and increase accountability under Bihar Government and Administrative Reforms Program (BGARP).

The key challenge for BPSMS was to ensure that it converts itself from lean, flexible and agile Govt. Organization to an organization constantly evolving IT and administrative reform strategies. It required innovation in the areas of training, organizational development and work organization. The scale and scope of the challenge became apparent when the tasks of data collection from blocks were taken by the Bihar Prashasanik Sudhar Mission Society. One of the major hurdles in achieving success for BPSM was the proper monitoring of the daily works and achieves the different Govt. Funded schemes and projects. Scheme such a MNREGS, Scholarship Distributions, Indira Awas Yojna and distribution of dress/ bicycle are needed to be closely monitored as they are directly concerned with the upliftment of poor and mostly excluded citizens.

P.T.O.

The need of the new system was an output of highly centralized and orthodox processes of our administrative system. The wait for the report from the block level officers, prevents from quick reviews and actions against the defaulters. Delay in reporting results delay in taking decisions. Since, these schemes and projects are executed at the lowest administrative level of government. i.e. in blocks, and the infrastructure of our blocks is in pitiful status. To overcome this problem, our need was to establish a system whose requirements for successful implementation are lost but has a large coverage area. Due to improper monitoring the poor and needy people couldn't get the actual benefits of these schemes. Use of mobile phone technology was an innovative idea. It demanded less exploration and could provide quick result. It's simple and cheap technology. A plain simple text message was found capable of moving data from one end of the world to another. It also adheres many advantages like low cost monitoring and fastest mode for Information access. In, ten schemes/ projects were initially selected.

The block level officers of the different schemes viz. NREGS, Pension, Dress/ Bicycle distribution, Scholarship distribution, ICDS, Health, Food, Indira Awas Yojana, Mutation, and rainfall status, send their daily progress report through a simple text SMS. Every Scheme is given a particular code, such as NREGS- BL1, BL denotes Block Level report and 1 is the scheme code for NREGS; similarly Pension - BL2, Dress/Bicycle - BL3 and so on. A particular reporting format was also designed for each monitored schemes. In NREGS, the daily progress of total expenses in block, no. of presently running schemes and count of today's beneficiary labors were required for the block. The following two character code format was designed for NREGS (BL1), EX - Expense (in Lacs), SC - No. of Schemes and NL - No. of Labors working today. A simple text message of BL1, EX2.24, SC10, NL123 from Program Officer of NREGS was sufficient for acquiring his per day work progress. The SMSs are sent to a centralized SMS server where it is decoded and on the basis of receiving data, different types of reports as well as Graphs are generated. The server keeps tracks of all the received SMSs. Reports are generated on the basis of the Report submitted by the Block Officer, therefore wrong information signed by them result in generation of wrong report.

Thus the responsibility of data rests upon the sender. “Just because that these SMSs are to be sent every day, the efficiency of the blocks has been surprisingly increased”, as quoted by a District Magistrate. The reports are published on the internet for the public to bring transparency in the system. Thus, people can know how much dresses & bicycles were distributed in their blocks and the numbers of schemes currently being carried out by NREGA. Thus, the final achievement of this new system is that it generates a noticeable shift towards daily accountability that can enhance performance of Govt. Functioning.

Questions:

- i) Explain how big IT Companies are neglecting their focus from the basic technological use.
- ii) Explain the role of strategy formulation in above case.

OR

- b) Who are the stakeholders of an organization ? Explain their roles in strategic management.

Q2) a) “Benchmarking is a tool for comparative analysis”. Justify.

OR

- b) Explain BCG Matrix in detail? Explain how GE Nine Cell model is advantageous over BCG Matrix.

Q3) a) Why do firms enter into strategic alliances? How can organizations manage strategic alliances successfully?

OR

- b) Under what conditions can a joint venture strategy prove to be useful.

Q4) a) Explain relevance of Mintzberg’s 5Ps for strategy implementation. Illustrate with suitable example.

OR

- b) Explain concept of six sigma and its usefulness for strategy implementation of the organization.

Q5) a) Explain the characteristics and principles of Blue Ocean and Red Ocean strategies in detail.

OR

- b) Explain the integrating social and environmental sustainability issues in strategic management.

