



UNIT-1

PUZZLES

1. **Nature of Strategic Management:** Scenario: Imagine you're a consultant hired by a well-established company facing increasing competition in its market. The company's leadership is unsure about whether they need to adopt a strategic management approach. How would you convince them of the dimensions, benefits, and risks associated with strategic management? Provide specific examples to illustrate your points.
2. **Establishment of Strategic Intent:** Scenario: You've been appointed as the CEO of a startup aiming to revolutionize the renewable energy sector. Your investors are eager to know about your strategic intent and how you plan to establish a clear business vision and mission. Describe the importance and characteristics of a well-defined vision and mission statement, and outline the key components you would include in yours. How would you evaluate the effectiveness of your mission statement in guiding the company's direction?
3. **Strategic Management Process:** Scenario: You've been promoted to the position of Chief Strategy Officer in a multinational corporation. The board of directors has tasked you with overseeing the strategic management process for the company's expansion into new global markets. Explain the stages of the strategic management process and how you would ensure each stage is effectively executed to achieve the company's objectives. Provide examples of potential challenges and how you would address them to ensure successful strategic planning and implementation.
4. **Nature of Strategic Management:** Scenario: You've been hired as a strategic management consultant for a family-owned restaurant chain that is experiencing declining profits and increasing customer complaints. The owners are unsure about how strategic management could help address these challenges. How would you explain the dimensions, benefits, and risks of strategic management in the context of revitalizing the restaurant chain? Provide examples of how strategic management principles could be applied to improve operations, enhance customer satisfaction, and boost profitability.
5. **Establishment of Strategic Intent:** Scenario: You've recently launched a non-profit organization dedicated to providing education and healthcare services in underprivileged communities. As the founder, you recognize the importance of clearly defining the organization's vision, mission, and goals to attract donors and volunteers. Describe how you would articulate a compelling vision and mission statement that reflects the organization's values and aspirations. Furthermore, outline the specific organizational goals you would establish to measure the impact and success of your initiatives.
6. **Organizational Hierarchy:** Scenario: You've been appointed as the Human Resources Manager of a rapidly growing tech startup. The company has doubled in size over the past year, and employees are struggling with confusion over roles,



responsibilities, and reporting structures. As a result, productivity and morale have been declining. How would you highlight the importance of organizational hierarchy in clarifying roles, streamlining communication, and fostering accountability within the company? Outline the steps you would take to restructure the organization's hierarchy to promote efficiency, collaboration, and employee empowerment.

7. **Case Study:** Case Study Background: Company X is a leading player in the retail industry, known for its innovative product offerings and customer-centric approach. However, in recent years, the company has been facing stiff competition from e-commerce giants and has struggled to maintain its market share and profitability. As a strategic management consultant, how would you analyze Company X's current situation using strategic management frameworks? What recommendations would you provide to help Company X regain its competitive edge and achieve sustainable growth in the evolving retail landscape?
8. **Case Study:** Case Study Background: Organization Y, a medium-sized manufacturing company, has been experiencing internal conflicts and operational inefficiencies due to unclear goals and ineffective communication channels. As a newly appointed Chief Strategy Officer, you've been tasked with addressing these challenges and aligning the organization towards a common vision. How would you apply strategic management principles to diagnose the root causes of Organization Y's issues and develop a comprehensive strategy for organizational alignment and performance improvement? Provide specific steps and interventions you would implement to foster a culture of collaboration, clarity, and accountability within Organization Y.
9. **Case Study:** Case Study Background: Sarah has recently started her own small bakery business specializing in artisanal cupcakes. While her cupcakes are receiving positive feedback from customers, Sarah is unsure about the direction of her business and how to sustain its growth. As a student learning about strategic management, how would you advise Sarah to apply strategic management principles to her bakery business? Provide recommendations on how Sarah can define her business vision and mission, identify her target market, and develop strategies to differentiate her bakery from competitors and achieve long-term success.
10. **Case Study:** Case Study Background: Alex is a student leader of a university club dedicated to environmental sustainability. The club has been struggling to attract new members and secure funding for its initiatives. As part of a strategic management course, Alex is tasked with developing a strategic plan to revitalize the club and increase its impact on campus. How would you guide Alex in applying strategic management concepts to assess the club's current situation, define its vision and mission, set measurable goals, and implement strategies to engage students, raise awareness, and secure resources for the club's activities? Provide specific recommendations tailored to the club's unique challenges and objectives.