

Date \_\_\_\_\_

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Name : Muhammad Iqbal  
Submitted To: Ms Azmat Ali Shah  
ID : 16960  
Paper : Strategic Management

A strategic management course will give opportunity to step back and observe your own leadership exercises and exercises. Leadership coaching help you gain new perspectives.

3<sup>rd</sup> Reason: Enrolling in a strategic marketing course offers great networking opportunities.

You will gain the added advantages of great networking opportunity when you target to international business school for your strategic management course.

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Paper : Strategic Management.

This is not about repeating knowledge.

For example, a strategic management course for new general managers should build cross-functional skills implements corporate strategy across function.

That's because functions are not isolated from one another, and generally managers need to know how all business functions work together.

In contrast, a strategic management course for more senior managers will probably focus.

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QNO = 4

Discuss in detail what you personally have learned about strategic Management in this course.

ANSWER:-

A STRATEGIC MANAGEMENT COURSE is a great refresher of knowledge you've acquired during undergraduated studies as well as on the job.

It helps you ensure you're up to date on latest business growth strategies as well as on the newest tools for strategic planning models.

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and ability to reason logically  
to acceleration the effects  
of competition and the  
rate of change

strategy also required the ability  
to understand to complex  
web of mutual competition

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By change and the law of probability and the law of competition, the combinations of resources that best match their different characteristics.

In both competition of ecosystems and the competition of trade and commerce, random change is probably the major all pervasive factor.

In fact, business and biology competition would follow the same pattern of gradual evolution change except for one thing. Business strategies can use their imagination and ability.

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Strategic Management



environment the greater numbers  
of potentially significant  
variable that can give  
each species a unique adv-  
-antage.

Bruce D. Henderson is professor  
of management at Vander-  
bilt University Owen Graduate  
school of management. He  
is also the founder and  
chairman emeritus of the  
Boston Consulting Group  
and has written extensively  
on business strategy.

For million of years, natural  
competitions of probability  
no strategy.

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(11)

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of food and so on up the chain. When any pair of species competed for some essential resources, some of them were displaced the other. In the absence of that counterbalancing forces that maintain a stable equilibrium.

Over one millions of years, a complex network of competitive interaction developed. Today more than a million distinct existing species have been catalogued each with unique advantage in competing for the resources it requires.

When explain this abundance variety. The riches the enviro.

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The observation led to Gaus's principle of Competitive Exclusion.

No two species can coexist together if that make their living in the identical way.

Competition existed long before life itself. It being with the first one-cell organism required certain resources to maintain life. When these resources were inadequate, the numbers given from one generation to the next.

As life evolved these organisms became a resources job more complex from of



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QNO: 2



Explain the origin of the strategy with the help of article by Bruce D Henderson.

ANSWER:-

### THE ORIGIN OF STRATEGY:-

Consider this lesson in strategy in 1934, professor G.F. Gauss of Moscow University known as "The father of Mathematical biology" published the results of a set of experiments in which he put two very small animals in a bottle with an adequate supply of food.

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(8)

**NAME: Muhammael Torio** ID: 16960

This takes many familiar form including price discounting, new product introduction, and advertising campaigns and service improvements. Rivalry is especially destructive to profitability if it gravitates solely by price because price competition transfer profit directly from an industry to its customer. Price competition is most liable to occur, fixed cost are high and marginal costs are low. This create intense pressure for competitor to cut prices below their average cost. Competition on dimensions other than price on product feature, support services, deliver time, or brand image for instance is less likely to erode profitability because it improve customer value and support higher price. Rivalry focus on such dimension can improve value relative to substitute or rise the barrier facing new entrants.

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Intermediate Customer or Customer who purchased the product but are not the end users can be analyzed the same way as other buyers.

(4) The Threat of Substitutes :->

It performs the same or similar function as in industry product by different means.

Video Conferencing is a substitute for travel. Buyer cost of substitute is low.

Strategists should be particularly alert to change in other industry that may make them attractive substitute when they were not before. Improvement in plastic materials for example allowed them to substitute for steel in many automobile components.

Of course substitute threat can also shift in favour of an industry, which bodes well for its future profitability and growth potential.

(5) Rivalry among existing competitors :->

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Industry participants, powerful  
Supplier including supplier  
Labor can squeeze profitability  
out of the industry.  
It is more concentrate that  
the industry. It sells to  
microsoft near monopoly  
in operating systems coupled  
with fragmentation of PC  
assembles exemplifies the situation.  
The Supplier Group can credibly  
threaten to integrate forward  
into the industry. If industry  
participant make too much  
money relative to Supplier they  
will include induce Supplier  
to enter market.

(3) The power of buyers → powerful  
customer the flip side of powerful  
Supplier can capture more  
value by forcing down prices  
demanding better quality or  
more service. The industry  
product have little effect  
the buyer costs. Here buyer  
focus on price, most source  
of buyer power apply equally  
to consumer and to business  
business customer.

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and Strategic Compromise. In fact new  
because of position often arise  
and new entrants uncertainty  
bered by history often can  
capait of them more easily

Q NO 3 → Discuss five competitive forces that shape industry?

Ans → ① Threat of entry →  
New entrants to an industry  
being bring new capacity and  
a desire to gain market  
share that puts pressure on  
prices, costs and the rate of  
investment necessary to compete.  
The threat of entry in  
industry depends on the height  
of entry barriers that are  
present and the reaction entrants  
~~bring~~ Barrier entry are advantages  
that incumbents have relative  
to new entrants

② The power of Suppliers →  
powerful supplier capture more  
the value for themselves by  
charging higher prices,  
limiting quantities or services  
or shifting cost of industry

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We see the trade-offs add a new dimension to the answer. Strategy is making trade-offs in competing. The essence of strategy is choosing what not to do. Any good idea could and would be imitated.

IV) Fit drives Both Competitive Advantage and Sustainability →

Southwest rapid Gate turnaround which allows frequent departure and Great use of Air craft is essential to a high Convenience low Cost positioning. Finally fit among a company activities create pressure and incentives to improve operational effectiveness which make imitation even harder.

Strategy is creating fit among companies

V) Re discovering Strategy →

Many company after a decade of restructuring and Cost cutting are turning their attention to Growth. In fact the Growth imperative is hazardous to Strategy. The Strategic agenda demand discipline and continuity. Its enemies are distraction

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a unique and valuable strategic position based on a tailored set of activities on the route served by Southwest a full service airline could never be as convenient or as low cost.

(iii) KA Sustainable Strategic position require Trade offs ⇒

First a competitor can reposition itself to match a superior performer. J.C. Penney for instance has repositioning itself. Finally

trade-offs arise from limits on international coordination and control

However trade offs can be even more basic. In general value is destroyed if an activity is over signed or under signed for its use.

Finally trade off arise from limits on international coordination

and control. By clearly choosing to compete with one another

way and not another

it can be based on customer needs, customer accessibility or the variety of a company product.

As we return to the question what is strategy?

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## i) Describe Strategy →

Companies must be able to respond rapidly to market changes. They want to achieve the new efficiency. According to the new dogma, rivals can quickly changes or copy market position. Although the resulting operational improvements have often been dramatic many Company have been frustrated by their inability to translate these Gain into Sustainable profitability. As Company moves to the frontier they can often improve on multiple dimensions of performance at the same time.

## ii) Strategy Rests on Unique Activity →

It means deliberately choosing a different set of activities to deliver a unique mix of value. Most manager describe Strategic positioning in term of their Customer. Just like South west Air line company offer short haul, low cost, point to point service b/w mid size cities and secondary Airports. South west has Staked out



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Ques →

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PAPER :

Date : 23/06/2020

Q No 1 → INTRODUCTION →

Michael Porter defines Strategic position as attempts to achieve Sustainable Competitive advantage by preserving what is distinctive about a company. It help business manager of all sizes predict competitive behaviour and matter the art of Competitive intelligence. A Comp lower the final prices of its product to the customer to gain more market share other companies need to respond to this initiative to ensure its current position. The Challenge of this Strategy are Cost Structure that are usually more expensive since the customer Seeking differentiation require greater investment in research and development of new technologies marketing and design. Apple is also an excellent example.