Q1. Performance Management as Integral Part of the Corporate Strategy—Explain.

Ans: Performance management is an integral part of the corporate strategy. Strategic management has been defined in many different ways based on the organization’s mission, policies, sector, structure, objectives, strengths, weaknesses, opportunities, threats, key success factors or decisions, capabilities, planning, implementation and sustainable competitive advantage. Research on strategic management has a long history. There are several definitions of strategy by key authors in the field of strategic management like Henry Mintzberg or Michael E. Porter. Strategic management can be defined as the management of an organization’s resources to achieve its goals and objectives. Strategic management involves setting objectives, analysing the competitive environment, analysing the internal organization, evaluating strategies and ensuring that management appropriately rolls out the strategies across the organization. At its heart, strategic management involves identifying how the organization stacks up compared to its competitors and recognizing opportunities and threats facing an organization, whether they come from within the organization or from competitors.

Q2. At what hierarchical level strategic projects are setup (top-management) and what level employees participate in the project (middle management, lower management, employees).

Ans:

Strategic planning is a critical first step for any major project or program. Especially for Serialization (Track & Trace) programs, this is a critical requirement for success, which helps establish the foundation of a program to deliver project goals faster and cost-efficiently. Following are key deliverables for a typical project:

1. Risk and gap assessment
2. Budgeting & financial planning
3. Organizational design & staffing
4. Vendor selection & qualification
5. Pilot project plan and Roll-out design
Q.3. How can we define as standard using some mechanism or formula to evaluate that meeting the predicted strategy is successful or not?

Ans: Especially in the Age of Complexity, the best laid plans (and forecasts) will go awry. And yet, no other than Eisenhower said to the National Defense Executive Reserve Conference in Washington, D.C. (Eisenhower, 1957) that "Plans are worthless, but planning is everything." (One must take it the former American army general and president of the United States knew whereof he spoke.) A premortem is a managerial strategy in which a project team imagines that a plan (or forecast) has failed, and then works backward to determine what potentially could lead to the failure of the said. There is probably more food for thought from a premortem than from any standard, mechanism, or formula aimed at evaluating ex-ante whether a strategy will be successful or not. (There also happens to be an art to the practice of strategy.)

Q4. Can SMEs “do” CSR?

Ans: If major corporations struggle to define and place a value on reputation and reputational risk, what hope is there for small- and medium-sized enterprises (SMEs)? It is assumed here that large corporations have greater resources available to them to do this and stronger imperatives to do so in the form of a greater number of external stakeholders, most notably shareholders and analysts. Is a structured approach to managing corporate reputation the exclusive preserve of companies with communications departments? Is corporate social responsibility (CSR), in as much as it is a voluntary activity, “good value” for SMEs and is cost versus benefit the only way to evaluate CSR? This paper reviews a spectrum of views on reputation and CSR and argues that searching for a definitive, value-for-money-based formula for reputation management and CSR is at odds with stakeholder expectations, and that much evidence exists to suggest that truly effective CSR is the result more of pragmatism than theory or corporate strategy and in some ways SMEs are better placed to take advantage of CSR programmes.

Q5. What kind of paradox(es) you have encountered and dealt with in your career and/or in your organization? Please specify

Ans: Paradoxes also include 'the inclusion of disability' in the teaching profession and how the organization and system make few adjustments/accommodations to change the teaching environment. Upon experience with a speech disorder, a teacher with dysphonia, a microphone and a classroom are not always what it takes to create a conducive teaching environment for all. There is much more to professional practice that the system does not acknowledge including ethics, behavior and passion that lead to excellence in teaching outside the status quo of data, testing and technology. The system needs to be responsive and transparent in making changes for its staff and community. All changes need to to transparent to teaching staff. Teaching in the sense of humanitarian ways has much to learn in that we as a profession and population would benefit greatly from holistic methodology and practice.
Q6. What do organisation design practitioners do?

Ans: Published work on organisation design often sets out very inclusive accounts of the scope of the subject, extending for example from corporate strategy to detailed design of operational processes, and from the shaping of organisational culture to detailed design of HR policies and procedures. While this is no doubt helpful in defining the scope of organisation design as a concept, it is difficult to derive from this work a realistic account of what the individual organisation design practitioner actually does. I would be very grateful if you could please signpost me to any available published work on what organisation design practitioners actually spend their time doing.

Q7. How organizations should deal with corporate strategy where technology change rapidly and start-ups can be more powerful than expected?

Ans: In brief, an organization needs to define its problem better. Different problems open different strategic options.

For example, if slow innovation is a problem, then foster it through integrating corporate entrepreneurship or other approaches, such as R&D alliances or open sourcing, into its corporate strategy.

If wrong expectation about competitors is a problem, then find better market analysts.

If an organization cannot define its problem, then probably it needs to get professional help from a management consultant for its leaders or replace them as soon as possible.

It depends upon the size and revenues of the organization. In my considered view, given my technology background, it is well nigh impossible for most organizations, even those worth billions to keep up with radical innovation start-ups. This is why the likes of cisco, Microsoft, Google, Amazon have been acquiring smaller, innovative companies. All the spadework had been done, the idea(s) work and there are markets already established and are appearing to be growing and can grow faster with the acquirers’s capabilities.

Acquisitions will be a strategy for firms with money to spend to acquire proven (in the marketplace) technologies.

Q8. What are the needs of companies in networking for finding companies as new business partners in order to innovate?

Ans: If the company is looking for a new business partner to innovate a product or service, the company has to identify the product or service area where innovation is needed to create a competitive advantage. Based on the identification the has to identify the areas a new business partner could help the company though networking. If you do not have a clear understanding of the company’s need, you will have difficulty in deterring the needs of companies in networking. Networking is a tool for linking two or parties together, collaboration, and more. The needs of the company in networking depends on the what (innovation) and how (partnership) the company is trying to accomplishing through networking.