



DIRECTORATE OF POSTGRADUATE STUDIES

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COURSE TITLE: STRATEGIC MANAGEMENT

TOTAL POINT: 60

COURSE SECTION: 144

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ASSIGNMENT AND QUIZZES

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I. QUIZ (10 MARKS)

Briefly introduce your organization. Write mission statement of your organization and the growth strategies adopted towards realization of mission of your organization. Discuss the long term and short impediments and strategies to overcome them. (10 Marks)

ANSWER:

This is limited liability partnership firm which has been established in the year 2004 which is located in the SAUDI ARABIA. They are dedicated to help the clients from the start-ups to the Fortune 500 companies and the work which the company is doing with them has been different and wide range. The company has the four most important services to be on offer to the clients which are the Assurance, Advisory, tax as well as Transaction Advisory Services. The company is useful in fulfilling the regulatory requirements, keeping the investors to be informed and help in meeting the needs of the stakeholders. It is seen that in this rapidly changing business environment the company is providing the immense support to the clients which is effective in these days and this will help in bringing the long term growth of the firm in SAUDI ARABIA. The mission statement of the organization is “**Building a better working world**”. The primary aim or purpose of this organization is to provide the great quality services so that they can be able to develop and build the trust as well as the confidence among them in the capital markets and in the other economies of the world. They are

having the outstanding leaders who are working in an integrated way to deliver the promises to all the different stakeholders who are related with this firm. The company is having more than 260,000 staffs and 1 million EY alumni who are developing a powerful network. Each of the people has been leading and inspiring others during their valuable time spending at EY (Lasserre 2017). The growth strategies which are used for the realisation of mission has been the market penetration as well as the product development strategies. The market penetration is the strategy of selling the similar products or services to the same market. In context of EY, they are operating in the same market Saudi Arabia and they are trying to provide their four lines of services to the different people. They are trying to segment the market in a new way by the development of the marketing strategy so that they can be able to encourage much more people to select their service only. The other could be the product development strategy where they are selling the different services to the similar market segment. They are aiming the innovation in their services they are offering so that they can be able to sell the different services to the similar target audience.

The short term impediments which are to be faced by EY operating in UK could be providing high quality services to the target audience on a high basis. The long term impediment which is to be faced by the company is to retain at the top most position within the industry they are operating in SAUDI ARABIA. The strategy of overcoming the short term impediment is to develop and implement positive culture and democratic leadership style so that it can help in making the leaders and the team to work in an integrated way to provide high quality and continuous services to the clients. The long term impediment can be overcome by implementing innovation and creativity in the services they are providing it to the target clients.

II. CASE I(10 Marks)

IIA. Develop SWOT Matrix for your organization. (5 Marks)

ANSWER:

Strengths	Weaknesses
➤ It is the 8th largest private firm in this world. ➤ It has the great employee strength of around 260,000 working in EY. ➤ EY has the global reach of around 140 countries. ➤ They have been ranked as No. 1 in Forbes. ➤ They are providing high quality advice and solutions to their business clients.	➤ There has been strong competition to be taken place from the other leading management consulting firms operating across the world. ➤ EY has been developing own research centres which have been affecting the business. ➤ They are having low portfolio of services.

Opportunities	Threats
➤ EY has been expanding in the Asian markets which provide them the opportunities of increasing their sales. ➤ They are spending huge in developing the infrastructure. ➤ They are always looking for consulting solutions. ➤ They are also acquiring small consulting firms which helped in improving their position across the globe strongly.	➤ They are having strong competitors such as McKinsey and Company, Accenture, KPMG. ➤ The global recession has been affecting the business of EY. ➤ The issue of COVID-19 has been affecting the business of EY in SAUDI ARABIA market.

IIB. For your organization, suggest how do you convert weaknesses into strengths and threats into opportunities?

(5 Marks)

ANSWER:

The weakness of having strong competition in the market which can be converted into strengths could be that they are continuously improving their quality standards so that they can maintain the highest quality across the globe. They would be developing and providing the standardized quality solutions which is remaining the same all over the world to the different business clients they are dealing with. EY is having low portfolio of services as they are only providing four types of services which is needed to be changed into strengths by providing the innovation and creativity in the services they would like to provide it to them. The weakness is that they are having own research centers where they can be able to develop solutions at reduced prices which is useful for increasing the sales. The threat of having strong competition in the market of SAUDI ARABIA has been encouraging them to expand in other markets which is the opportunity of increasing the sales and profitability of the firm. The COVID-19 issue can make the company to adopt new and internal policies which will help them to get benefit from the local areas or regions making the local operations to be strengthening which will help in improving the economy of SAUDI ARABIA.

III. Project (20 Marks)

Explain the impact of specific external environmental factors listed below on the internal factors/business variables of your organization and suggest corrective actions/strategies

ANSWER:

Sl. No.	External Factor	Impact on internal factors	Actions/strategies taken to counter
1	Economic –	Saudi Arabia is considered to be the largest economy of the middle East in this world. The country is having the great sound, financial and banking system in this world which is making the country to have the great GDP growth. The GDP percentage of Saudi Arabia in the previous year 2019 has been around 23 percent. The inflation rate has been decreased in this country with the great fluctuations in the exchange rates have been encouraging EY to be able to penetrate in to the Saudi Arabian market as well. The economy is very much rise due to the crude oil exports to the other countries but they are also segmenting it into other markets as well into the other business now for which they are having the highest GDP growth among the Middle East countries across the world.	The improvement in the management and consulting solutions.
2	Social-	It is seen that the standards of living in this country for the people has been quite high as the income level is very much high. The people are	The analysis of the current needs and expectations of the customers are required to make by E&Y.

		leading a lavish lifestyle and they are been able to take the management solutions and advice as given by EY in this market if penetrated as well. This country is still having unemployment at of 12 percent where 6 percent is still seen in Saudis. This unemployment is among the young people. This is also affected by the economic impact of Covid 19 situation that the people are very much able to ensure that they are not been taking up the management solution given by EY.	
3	Cultural-	The culture is one of the biggest factors in doing the business in this country. The country is mainly based on Islamic religion and there are individuals who are mainly the followers of Islam. Islam religion has own cultural ethics and activities which are to be strictly followed by the other businesses which are mainly the companies who are coming from the Western Countries. It is evident that the countries from Western countries need to be following and understanding the deep Islam culture in order to penetrate into the country of Saudi Arabia. This EY should be following and understanding the deep rooted of culture of Islam before starting their business in this country.	The analysis of the local culture of SAUDI ARABIA is to be done by sending expatriates to work in Saudi Arabia.
4	Demographic-	The demographic profile	The improvement in the

		for Saudi Arabia has been quite impressive. It is seen that there has the high percentage of young population and the immigrants coming from the different countries to work in this country has been huge. The immigrants are paid hugely and the young people have been providing the opportunities for EY to be able to start their own business in this country. The high income level of the people in this country is making EY to have the business success to be developed if start their own business here in this country as well.	income level of the people.
5	Environmental-	E&Y is operating in Saudi Arabia as well the other countries should be working according to the environmental standards, laws as well as regulations for which the sales could be improved.	The introduction of environmental policies.
6	Political-	Since the uprising of Saudi Arabia from 2011 the political stability of this country has been very good. The political landscape of this country has been very good which are providing the opportunities of EY to be able to start up their businesses in this country. The political parties were not been involved as the sole power is on the hand of king of the country and it is having a monarchical government.	The development of good relationship with the political parties.
7	Governmental-	The changes in	The adoption of new

		government policies may alter the business operations of E&Y in the country or the market they are operating.	policies and obeying the instructions laid by the government.
8	Legal-	E&Y should be following the health and safety as well the consumer protection regulations so that the data protection is possible for ensuring compliance in their operations.	The development of legal structure and compliance followed by E&Y.
9	Technological-	The introduction of the innovative management and consulting solutions helped in changing the business operations and major transformations in their business.	The introduction of online service delivery for the clients
10	Competitive-	The competitive factor is having an impact on the market share of the firm operating in the SAUDI ARABIA market.	The development of new and innovative solutions to the business clients.

IV. CASE II

What is the importance of collecting and interpreting data and information about competitors? What practices should a firm use to gather competitor intelligence and why? (Your company can be case in point. Government employees may consider comparable departments).(10 Marks)

ANSWER:

The importance of collecting and interpreting data and information about the competitors could be that the strategies as well the planning of the competitors could be reviewed and assessed. There would be the analysis of the market they are working along with the reviewing of the target audience they are having it. It will help in analyzing the needs and demands of the competitors. It will also help in evaluating the right type of information they would like to fetch it from the market. It would also help in reviewing the customer trends and patterns as well the type of customers they would be targeting from the niche market as well. The practices which the firm E&Y

would be using it for gathering competitor intelligence could be the gathering and analyzing the secondary data of information which is there already present in the past (Barney and Hesterly 2010). There would be the gathering of the secondary information from the annual and financial reports of E&Y published each year, the income statements, the feedbacks from the customers are reviewed and assessed both in websites and social media platforms they use it as this would help in reviewing and assessing the actions taken by the competitors for competing with E&Y in the market.

V. RE-WRITE YOUR COMPANY MISSION STATEMENT INDICATING THE COMPONENTS COVERED. (10 Marks).

Following are the mission statement components:

- 1. Customers—Who are the firm’s customers?**
 - 2. Products or services—What are the firm’s major products or services?**
 - 3. Markets—Geographically, where does the firm compete?**
 - 4. Technology—Is the firm technologically current?**
 - 5. Concern for survival, growth, and profitability—Is the firm committed to growth and financial soundness?**
 - 6. Philosophy—What are the basic beliefs, values, aspirations, and ethical priorities of the firm?**
 - 7. Self-concept—What is the firm’s distinctive competence or major competitive advantage?**
 - 8. Concern for public image—Is the firm responsive to social, community, and environmental concerns?**
 - 9. Concern for employees—Are employees a valuable asset of the firm?**
- Write mission statement of your organization and indicate the above components in ().**
 - Compare your organization mission statement with similar organization’s mission statements/ national and international competitors, and indicate the components covered in ().**
 - Re-write your organizational mission statement indicating as many components of mission in () as possible. (5 marks)**

ANSWER:

Name of the company	EY
My company	Building a better working world. (6,7,8,9)
Similar organization's / Competitor's Mission Statements	
PWC	To provide an unrivalled level of service and to contribute to the sustained growth of the economy through the execution of vigorous, fair, and high-quality audits based on clear leadership and creative teamwork. (2,8)
KPMG	To turn knowledge and understanding of information, industries and business trends into value for our firms' clients, our people and the capital markets. (1,2,3,4)
Deloitte	To help our clients and our people excel. We are one of the world's leading business advisory organizations. Our size, strength and resources will help us carry out our mission now and in the future. Our shared beliefs are the underlying values that contribute to long lasting success at Deloitte. (1,3,5)
NEW MISSION STATEMENT OF MY ORGANIZATION	
Building a better working world by building a trust base among our clients and use the knowledge to create a market value. (1,2,6,7,8,9)	

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