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**Presidency University**

**Bengaluru**

**School of Management**

**Summer Term End-Term Examination – August 2024**

**Date**: 6/8/2024

**Time**: 1:00 pm – 4:00 Pm

**Max Marks**: 100

**Weightage**: 50%

**Semester**: IV

**Course Code**: MBA 3052

**Course Name**: Corporate Strategy

**Department:** SOM

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Do not write any information on the question paper other than roll number.*
3. *Question paper consists of 3 parts.*

**PART A**

**Answer any 10 Questions. Each question carries 3 marks. (10Qx 3M= 30)**

1. What is strategic management? (CO:1 Knowledge)
2. List the stages of strategic management. (CO:1 Knowledge)
3. Name one benefit of strategic management. (CO1 Knowledge)

1. Define the PESTEL analysis. (CO:2 Knowledge)
2. What is the Competitive Profile Matrix (CPM) used for? (CO:2 Knowledge)

1. List two components of the External Factor Evaluation (EFE) Matrix (CO:2 Knowledge)
2. Explain the concept of the Resource-Based View (RBV). (CO:2 Knowledge)
3. Define the Balanced Scorecard. (CO:3 Knowledge)
4. List two types of integration strategies. (CO:3 Knowledge)
5. What is the difference between long-term objectives and annual objectives in strategic management? (CO:1 Knowledge)
6. Define corporate parenting in the context of strategic management (CO:1 Knowledge)
7. What is the role of policies in the strategic management process? (CO:1 Knowledge)

**PART B**

**Answer any 4 Questions. Each question carries 10 marks. (4Qx 10M= 40)**

1. Apply the PESTEL analysis to a specific company you know and recommend one action the company should take based on one of the PESTEL factors. (CO:2 Application)
2. Conduct a SWOT analysis for a company and propose one strategic action based on one strength and one opportunity identified. (CO:2 Application)

1. Using the Resource-Based View (RBV), recommend how a company could leverage a unique resource to create a new market opportunity. Provide an example. (CO:2 Application)
2. Analyze a company's approach to market development and suggest one improvement or new strategy that could help it penetrate a new market segment more effectively. Illustrate your answer with an example. (CO:3 Application)

1. Apply the concept of forward integration to a company’s strategy and recommend how the company can implement this strategy to enhance its competitive position. Provide an example of a company that could benefit from forward integration. (CO:3 Application)
2. Evaluate the international expansion strategy of a company. Recommend one mode of entry into a new international market and justify your choice by addressing potential political and country risks. (CO:4 Application)

**PART C**

**Answer the following Questions. (2Qx 15M= 30)**

1. **Case:** RetailMart, a major retail chain, has recently engaged in both forward and backward integration strategies. Forward integration involved opening its own branded retail outlets, while backward integration included acquiring suppliers.

**Question:** Apply the concept of forward and backward integration to analyze how these strategies have impacted RetailMart’s operations and competitive position. Discuss the benefits and challenges of these integration strategies and recommend how RetailMart can optimize its integration approach to strengthen its market position. (CO:3 Analysis)

1. **Case Study: Visionary Electronics Inc.** (CO:4 Analysis)

**Background:**

Visionary Electronics Inc. is a mid-sized company specializing in consumer electronics. The company has recently decided to adopt the Balanced Scorecard (BSC) approach to improve its strategic management and performance measurement. Visionary Electronics aims to enhance its performance by aligning its business activities to its vision and strategy, improving internal and external communication, and monitoring organizational performance against strategic goals.

**Current Situation:**

The company’s leadership team has identified key areas of focus:

Financial Performance: Increase profitability and revenue growth.

Customer Perspective: Enhance customer satisfaction and market share.

Internal Processes: Improve operational efficiency and product innovation.

Learning and Growth: Develop employee skills and foster a culture of continuous improvement.

**Question:**

1. Analyze how Visionary Electronics Inc. can effectively implement the Balanced Scorecard. Discuss the specific measures and key performance indicators (KPIs) the company should use for each perspective of the BSC: Financial, Customer, Internal Processes, and Learning and Growth. Explain how these measures align with the company’s strategic goals.
2. Evaluate the potential challenges Visionary Electronics Inc. might face during the implementation of the Balanced Scorecard. Discuss how these challenges could impact the effectiveness of the BSC approach and propose strategies to overcome them.
3. Recommend an action plan for Visionary Electronics Inc. to successfully integrate the Balanced Scorecard into its management practices. Include steps for communication, monitoring, and periodic review to ensure the BSC remains aligned with the company’s strategic objectives and adapts to any changes in the business environment.