

Roll No.



PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations – MAY/ JUNE 2025

Date: 04-06-2025

Time: 01:00 pm – 04:00 pm

School: SOL	Program: BBL	
Course Code: BBL2014	Course Name: Strategic Management	
Semester: IV	Max Marks:100	Weightage:50%

CO - Levels	CO1	CO2	CO3	CO4	CO5
Marks	20	15	25	25	15

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 2marks.

10Q x2M=20M

1.	What is meant by decentralization in an organizational structure?	2 Marks	L1	CO4
2.	List the four main perspectives of the Balanced Scorecard.	2 Marks	L1	CO5
3.	Define strategic management and explain its significance.	2 Marks	L1	CO1
4.	Mention one industry where strategic dynamics are especially rapid and why.	2 Marks	L1	CO2
5.	Summarize the idea of strategic leadership.	2 Marks	L2	CO4
6.	State one reason why a company may choose a retrenchment strategy.	2 Marks	L1	CO4
7.	What is meant by the term “SMART” in objective setting?	2 Marks	L1	CO1
8.	Compare internal and external environmental factors.	2 Marks	L2	CO2
9.	Identify one key performance indicator (KPI) commonly used in evaluation.	2 Marks	L1	CO4
10.	State one characteristic of strategy that supports long-term decision-making.	2 Marks	L2	CO2

Part B

Answer the Questions.

Total Marks 80M

11.	a.	Explain the process of formulating a vision and mission statement for an organisation.	10Marks	L2	C01
Or					
12.	a.	You are part of a consultancy team tasked with identifying the political and cultural barriers faced during strategy implementation in a new international project. Identify potential political and cultural issues. Analyze how they could affect strategic implementation and suggest solutions.	10 Marks	L3	C04
13.	a.	Apply SWOT analysis to a real-life business scenario and suggest improvements.	10 Marks	L3	C01
Or					
14.	a.	Explain the key components that shape an organization's profile. How do these components influence strategic decision-making?	10 Marks	L2	C02
15.	a.	Your client wants a quick environmental appraisal to decide whether to enter the electric vehicle market. Construct a PESTLE analysis for the electric vehicle sector and summarize the key opportunities and threats.	10 Marks	L3	C03
Or					
16.	a.	Explain how diversification, market penetration, and product development function as strategic methods to achieve long-term objectives.	10 Marks	L3	C03
17.	a.	A new ed-tech startup wants to position itself competitively against larger firms like Byju's and Coursera. Develop a Strategic Advantage Profile (SAP) for the startup by analyzing its resources, capabilities, and potential threats.	1 5 Marks	L3	C03
Or					
18.	a.	Discuss how integrating ethics into strategic planning can contribute to sustainable development and corporate responsibility.	15 Marks	L2	C04
19.	a.	A new smartphone brand is entering the Indian market. Apply Porter's Five Forces Model to assess the competitive intensity in the smartphone industry.	15 Marks	L3	C02
Or					
20.	a.	The prominent fitness firm known for its gym equipment is looking	15 Marks	L3	C03

		to extend its business by providing online fitness training programs and diet services. However, they are confused which growth plan to pursue in order to reduce risks and maximize earnings. Construct an Ansoff's Matrix for the fitness brand and suggest the best strategy for the brand's future growth.			
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21.	a.	<p>South Korea's biggest electronics business plans to extend its manufacturing operations into a new nation. Before making a choice, they must determine if the new country's competitive climate is conducive to electronics production.</p> <p>Apply the Diamond Model to assess the competitive advantages of the chosen country.</p>	20 Marks	L3	C04
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Or

22.	a.	A well-established automobile company has seen a sharp decline in sales due to ineffective strategic evaluation and control systems. Utilise strategic evaluation and control techniques to solve their problems. Build a comprehensive control framework that addresses key operational weaknesses.	20 Marks	L3	C05
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