Roll No.												

PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations – December 2025

Date: 20 / 12/ 2025 **Time: 09:30am – 12:30pm**

School: School of Law	**Program:** B.Com LLB	
Course Code : BCL2014	**Course Name:** Strategic Management	
Semester: 3rd	**Max Marks**: 100	**Weightage**: 50%

CO - Levels	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Marks	**14**	**14**	**14**	**19**	**39**

2Instructions:

(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 x 2M=20M**

1.	Define *mission statement*.	**2 Marks**	**L1**	**CO1**
2.	List any two characteristics of organizational objectives.	**2 Marks**	**L1**	**CO1**
3.	Identify any two characteristics of the internal environment.	**2 Marks**	**L1**	**CO2**
4.	State the meaning of *environmental scanning*.	**2 Marks**	**L1**	**CO2**
5.	State the meaning of *strategic analysis*.	**2 Marks**	**L1**	**CO3**
6.	Name the two broad methods for pursuing strategies.	**2 Marks**	**L1**	**CO3**
7.	Identify one example of *behavioral implementation*.	**2 Marks**	**L1**	**CO4**
8.	Define *organizational culture*.	**2 Marks**	**L1**	**CO4**
9.	Identify any two techniques of strategic control.	**2 Marks**	**L1**	**CO5**
10.	Define *sustainability* in the context of strategy.	**2 Marks**	**L1**	**CO5**

Part B

Answer the Questions. **Total Marks 80M**

11.	**a.**	A new educational startup seeks to define its strategic intent. Guide them in formulating mission and objectives.	10 Marks	**L3**	**CO1**
		Or			
12.	**a.**	A non-profit organization wants to improve clarity in its purpose. How should it craft its mission and objectives?	10 Marks	L3	CO1
13.	**a.**	A healthcare company plans to expand into rural markets. How can PESTEL analysis guide its strategic choices?	10 Marks	**L3**	**CO2**
		Or			
14.	**a.**	A textile company faces high import competition. Using SWOT and PESTEL, identify strategic responses.	10 Marks	**L3**	CO2
15.	a.	A restaurant chain is exploring franchising as an expansion method. Analyze its suitability.	10 Marks	**L3**	**CO3**
		Or			
16.	**a.**	A smartphone company must decide between innovation and cost reduction. Evaluate its best strategic option.	10 Marks	**L3**	CO3
17.	**a.**	Explain the relationship between structure and strategy.	10 Marks	**L2**	**CO4**
	b.	Due to poor coordination, a firm's restructuring failed. Suggest corrective structural measures.	5 Marks	**L3**	**CO4**
		Or			
18.	**a.**	Explain the behavioral barriers to effective strategy implementation.	10 Marks	L2	CO4
	b.	A financial institution faces unethical practices during policy execution. Suggest corrective strategies.	5 Marks	**L3**	**CO4**
19.	**a.**	Explain the key requirements for effective operational control.	10 Marks	**L2**	**CO5**
	b.	Describe how sustainability can be integrated into strategic evaluation.	5 Marks	**L2**	CO5
		Or			
20.	**a.**	Explain the process of strategic evaluation and control.	10 Marks	L2	CO5
	b.	A renewable energy firm needs to ensure the sustainability of its long-term strategy. Propose an effective control framework.	5 Marks	**L3**	CO5

21.	**a.**	ABC Textiles Ltd., a mid-sized garment exporter, introduced the *Balanced Scorecard* system to align departmental goals with its corporate vision. The system included financial, customer, internal process, and learning perspectives. Initially, departments showed enthusiasm, but after six months, inconsistencies appeared in data reporting, and the management noticed minimal improvement in performance. Some employees felt the targets were unrealistic and unrelated to their actual tasks. Questions: 1. Apply the concept of *Balanced Scorecard* to identify the possible causes of failure in ABC's implementation. 2. Recommend control measures to ensure effective strategic performance evaluation. **3.** How can ABC link employee performance metrics with organizational strategy?	20 Marks	**L3**	**CO5**
		Or			
22.	**a.**	"QuickBite," a national fast-food chain, expanded rapidly into smaller towns to increase its market reach. However, profits declined due to inconsistent quality, high wastage, and poor local marketing. The central management realized that while expansion was successful, they lacked an effective *strategic control system* to monitor franchise operations. Questions: 1. Apply strategic control techniques to analyze QuickBite's performance issues. 2. Suggest an appropriate feedback mechanism to ensure consistency in operations. 3. How can QuickBite balance autonomy and control across its franchise network?	20 Marks	L3	CO5