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PRESIDENCY UNIVERSITY

Presidency University Act, 2013 of the Karnataka Act No. 41 of 2013 | Established under Section 2(f) of UGC Act, 1956
Approved by AICTE, New Delhi | Approved By BCI
Bengaluru

Even Semester Mid Term, March 2026

Date: 10/03/2026

Time: 09:30 AM - 11:00 AM

Course Code: BBA2010

Course Name: Strategic Management

Semester: Fourth Semester

Max. Marks: 50

Weightage: 50%

CO - Levels	CO1	CO2
Marks	56	34

PART-A: Answer Following Questions. 10 M

Qn.No	Questions	M	CO	BT
1	Give the meaning of Strategy.	2	CO1	BT1
2	What do you mean by organizational appraisal?	2	CO1	BT1
3	What are the approaches of Environmental Scanning?	2	CO1	BT1
4	Find the Secondary Sources that helps the company for environmental scanning.	2	CO2	BT1
5	Mention the attributes of VRIO Framework.	2	CO2	BT2

PART-B: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
6	"Maximum quality with minimal wastage of resource" - TATA STRATEGY. Infer the levels of strategy.	10	CO1	BT2
7	"To shape future leaders through quality education". Find the Characteristics of VISION statement mentioned and develop a mission statement which should follow the Vision statement.	10	CO1	BT2

PART-C: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
8	UrbanStyle Retail Ltd. is a clothing retail company operating in	10	CO1	BT3

several cities. Recently, the company has experienced declining sales due to:

- Changing fashion trends
- Increasing online competition
- Customer preference for sustainable clothing

The management decides to take action. They begin by analysing the external market and internal strengths and weaknesses. After that, they set new goals, decide to introduce an online platform and eco-friendly product line, and later review performance every six months to check whether the strategy is successful. Explain the stages of the Strategic Management Process involved in the above situation.

9	<p>Bharti Airtel is one of India's leading telecom service providers. The company offers mobile services, broadband, DTH, and enterprise solutions.</p> <p>Recently, Airtel has been:</p> <ul style="list-style-type: none"> • Expanding its 5G network across major cities • Investing heavily in infrastructure and spectrum • Facing strong competition from Reliance Jio • Experiencing increasing data usage from customers • Dealing with regulatory pressures and spectrum payment obligations <p>Although Airtel has a strong brand image and large customer base, it also carries significant debt due to continuous investments in technology and expansion. The top management has decided to conduct a SWOT analysis to understand its internal and external environment before planning future strategies.</p>	10	CO1	BT3
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PART-D: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
10	<p>Airbnb operates in many countries by connecting travelers with property owners for short-term stays. Recently, the company has been facing several external challenges:</p> <ul style="list-style-type: none"> • Some governments have imposed strict regulations and taxes on short-term rentals. • Economic slowdown and inflation have reduced travel spending. • Travelers are demanding safe and hygienic 	10	CO2	BT3

accommodations after the pandemic.

- The company depends completely on digital technology, making it vulnerable to cybersecurity and data privacy laws.
- Growing environmental concerns are influencing customers to prefer sustainable travel options. The management wants to analyze the external environment before making future strategies. Identify and explain the PESTEL factors affecting Airbnb based on the above situation

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Skybags is one of India's leading luggage and backpack brands. It operates under VIP Industries. Skybags is known for:

- Trendy and colorful designs targeting young customers
- Strong distribution network across India
- Affordable pricing strategy
- Wide product range (trolley bags, backpacks, duffle bags)
- Strong brand recognition among students and young travelers However, the luggage market is highly competitive with brands like American Tourister and Safari offering similar products. Recently, many local brands have started copying Skybags' colorful designs and offering products at lower prices. The management wants to evaluate whether its resources and capabilities provide a sustained competitive advantage. Using the VRIO Framework, analyze whether Skybags' key resources and capabilities provide a competitive advantage.

10

CO2

BT3

PART-E: Answer Any 1 Following Questions. 10 M

Qn.No

Questions

M

CO

BT

12

Amazon is one of the world's largest e-commerce companies. It offers online retail services, cloud computing, and digital streaming services. Recently, Amazon has been facing:

- Rising logistics and transportation costs
- Increasing competition from other e-commerce platforms
- Customer expectations for faster delivery (same-day

10

CO2

BT3

or next-day)

- Pressure to maintain low prices while ensuring profitability Amazon has a strong supply chain system with automated warehouses, advanced inventory management, its own delivery network, and strong customer service. It also invests heavily in technology, data analytics, and innovation. The top management wants to conduct a Value Chain Analysis to identify where value is created and where cost efficiency can be improved.

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GreenGlow Pvt. Ltd. manufactures electric bulbs and tube lights. For the past 15 years, the company has defined its business as: "We are in the light bulb manufacturing business." Recently, the market has changed: Customers prefer energy-efficient lighting, Smart homes require automated lighting systems, Competitors are offering solar-powered and smart lighting solutions The management realizes that their current business definition may be too narrow. They are now rethinking what business they are truly in and how this will affect mission statements, business model and business definition

10

CO1

BT3