Roll No											

PRESIDENCY UNIVERSITY

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Approved by AICTE, New Delhi | Approved By BCI
Bengaluru

Even Semester End Term Examination, May / June 2026		
Date: 15/05/2026		**Time: 09.30 AM - 12.30 PM**
Course Code: BBA2010	**Course Name: Strategic Management**	
Semester: Fourth Semester	**Max. Marks: 100**	**Weightage: 50%**

CO - Levels	CO1	CO2	CO3	CO4	CO5
Marks	36	36	36	36	36

Part A: Answer Following Questions. 20 M

Qn.No	Questions	M	CO	BT
1	Define Strategy	2	CO1	BT1
2	List the levels of strategy.	2	CO1	BT1
3	Why the business environment is considered dynamic?	2	CO2	BT1
4	List the ways in which an organization’s capabilities can be converted into opportunities	2	CO2	BT1
5	Which company chooses turnaround strategy?	2	CO3	BT1
6	Recall Cost Focus Leadership	2	CO3	BT1
7	Define strategic implementation.	2	CO4	BT1
8	Identify where politics exists in an organization	2	CO4	BT1
9	What is Strategic Leap Control?	2	CO5	BT1
10	Recall Balanced Scorecard method of control.	2	CO5	BT1

Part B: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
11.a	Summarize the characteristics of an effective vision statement by using Apple’s vision statement: ‘To bring the best user experience to its customers through innovative hardware, software, and services	6	CO1	BT3
11.b	Explain the process of Strategic Management	10	CO1	BT2

12.a	Interpret the characteristics of an effective mission statement by using Philips's mission statement: "To improve people's health and well-being through meaningful innovation, focusing on improving the quality of care across the health continuum—from healthy living and prevention to diagnosis, treatment, and home care"	6	CO1	BT2
12.b	Illustrate how Tata Group follows the strategy of achieving "maximum quality with minimal wastage of resources" at different levels of its Strategy.	10	CO1	BT2

Part C: Answer Any 1 Following Questions. 16 M				
Qn.No	**Questions**	**M**	**CO**	**BT**
13.a	FreshMart is a medium-sized supermarket chain operating in urban areas. It is known for providing fresh groceries at affordable prices and good customer service. The store has a loyal customer base and a clean shopping environment. However, FreshMart has a weak online presence and limited delivery services. It is also facing increasing competition from large retail chains and online grocery platforms. At the same time, there is a growing demand for online grocery shopping, which the company is planning to explore. Illustrate the SWOT analysis of FreshMart Supermarket with suitable points from the above case."	6	CO2	BT3
13.b	Amazon is one of the world's largest online retail platforms operating in multiple countries, including India. It offers a wide range of products such as electronics, clothing, groceries, and digital services through its website and mobile application. The company's operations are influenced by various external environmental factors. Government regulations on e-commerce policies and taxation affect its pricing strategies. Changing customer lifestyles and increasing preference for online shopping have boosted demand for its services. Rapid technological advancements in cloud computing, artificial intelligence, and logistics automation support its growth. However, challenges such as environmental concerns related to packaging waste, legal issues in different countries, and strong competition from local and global players also impact its operations. Explain the PESTEL analysis of Amazon based on the above case.	10	CO2	BT3
14.a	Explain different approaches to environmental scanning.	6	CO2	BT2
14.b	EcoStyle Enterprises is a sustainable fashion company focusing on eco-friendly clothing. It has strong brand reputation, skilled designers, and sustainable raw material sourcing. However, it faces weaknesses in marketing reach and production scalability. The company aims to strengthen its competitive position in the green market. Develop the Strategic Advantage Profile (SAP) of EcoStyle Enterprises based on the above case."	10	CO2	BT3

Part D: Answer Any 1 Following Questions. 16 M				
Qn.No	**Questions**	**M**	**CO**	**BT**
15.a	Classify the different strategies under Stability Strategy and explain	6	CO3	BT2
15.b	Reliance Industries Limited operates across multiple sectors, managing a diverse portfolio of products and services. Its traditional businesses such as petrochemicals and oil refining have been in operation for decades and continue to generate stable revenues, although growth has slowed due to market saturation and increasing environmental concerns. At the same time, its telecom arm, Jio, has experienced rapid expansion by attracting millions of customers through affordable data plans and continuous innovation. Similarly, Reliance Retail is witnessing strong growth through both physical stores and e-commerce platforms. In order to prepare for the future, Reliance has also invested heavily in renewable energy projects, including solar power and green hydrogen, as well as advanced digital services under Jio Platforms. These initiatives are still in their early stages and require significant capital investment. However, some of its traditional fuel-based products are beginning to face a gradual decline in demand due to increasing environmental regulations and the global shift towards cleaner energy sources. Identify the products and services of Reliance Industries Limited that fall under each stage of the Business Life Cycle (Introduction, Growth, Maturity, and Decline). And also suggest suitable strategies for each stage.	10	CO3	BT3
16.a	MetroHome Furnishings Ltd. is a home furniture company that has been operating for over 15 years. In recent years, the company has faced continuous financial losses due to high operating costs and reduced customer demand in certain product segments. To manage the situation, the company has decided to sell off its unprofitable modular kitchen division to another firm and focus only on its core furniture business such as sofas and beds. This decision helps the company generate cash and reduce operational burden while continuing its main business activities. “Compare the types of retrenchment strategy and suggest which one can be followed by Metro Home Furnishings Ltd.	6	CO3	BT3
16.b	The AHI Group is a hypothetical diversified firm operating in Australia. Created less than 20 years ago, AHI has clear goals of strong growth and achieving dominance in all the markets that it chooses to compete in. The corporation now has four SBU's, as follows: 1. A chain of fast-food restaurants (General Manager = Clive) 2. A manufacturer of MP3 players (General Manager = Kristi) 3. A 'branding' marketing consulting firm (General Manager =	10	CO3	BT3

	Therese) 4. A bus travel company (General Manager = Jamie) It is strategic planning time at AHI and each of the General Managers are outlining their resource requirements with the founders. (Note: There is $250m available to reinvest into the business.)The following are some excerpts from the minutes of the meeting: Clive: "My fast-food division is the only one that is making any real profits - over $500m last year. It's clearly obvious that we need to reinvest in this business. Let's expand and grow the profits. As usual, we're facing significant challenges from new competitors, so we really need the investment Kristi: "That's fine, but you've got limited growth potential. OK, we're not making much money now, but this market is too big to not pursue it properly. So we need the $250m to help catch up to the leaders, as they've got a big start. That way we can generate potential huge future profits." Therese: "Kristi, you're too far behind the market leaders of Apple. I don't see the sense in throwing money into something where we will probably end up in a weak position anyway. Whereas our branding marketing consulting business is growing really well. We're consulting throughout the world and are considered to be one of the market leaders with our innovative practices. Sure, we've got lots of infrastructure costs, but this is going to be a future goldmine. We'll make more than the fast-food chain in five years’ time." Jamie: "We're in a tough market that's pretty flat at the moment. I know we only make a few million dollars a year, which is a small time for the rest of you. But it's a big market, and we could use the investment to somehow improve our position." Classify the four Strategic Business Units (SBUs) of AHI Group using the BCG Matrix with suitable reasons and suggest the right strategy can be followed in reach SBU.			

Part E: Answer Any 1 Following Questions. 16 M				
Qn.No	**Questions**	**M**	**CO**	**BT**
17.a	A mid-sized company is undergoing restructuring. The CEO enforces strict decisions, some managers motivate employees through rewards, while others influence through expertise and personal charisma. Certain supervisors also use penalties to ensure compliance.	6	CO4	BT3

	Identify the types of power exercised in the organization and build a classification of the six types of power with suitable justification			
17.b	Compare the different Structures of an organization and provide the benefits of each .	10	CO4	BT2
18.a	A multinational company operates with different work environments across departments. In one division, employees work like a family with strong teamwork and participation. Another division focuses on innovation and encourages employees to take risks and adapt to changes. A third division is highly competitive, emphasizing targets and market performance. Meanwhile, some departments follow strict rules, hierarchy, and formal procedures. classify the different cultures mention in the case and state the justification.	6	CO4	BT3
18.b	NovaCorp is a large diversified company operating in multiple industries such as electronics, retail, and renewable energy. The top management team at the headquarters decides the long-term direction of the company, including entering new markets, investing in sustainable technologies, and allocating financial resources among different divisions. At the same time, each division (electronics, retail, renewable energy) has its own managers who focus on improving product quality, increasing sales, handling competition, and implementing strategies suited to their specific market conditions. Identify the level of management in the above case and suggest the roles to be performed by leaders at each level.	10	CO4	BT3

Part F: Answer Any 1 Following Questions. 16 M				
Qn.No	**Questions**	**M**	**CO**	**BT**
19.a	Outline different strategic controls.	6	CO5	BT3
19.b	Tata Motors has increasingly focused on sustainability as part of its long-term business strategy. In response to rising environmental concerns and stricter government regulations, the company has invested heavily in developing electric vehicles (EVs) such as the Nexon EV and Tiago EV. It has also adopted energy-efficient manufacturing processes, reduced water consumption in its plants, and implemented waste recycling initiatives. To further strengthen its green strategy, Tata Motors collaborates with suppliers to ensure sustainable sourcing of raw materials and promotes the use of eco-friendly components. The company has also worked on reducing carbon emissions across its supply chain and logistics operations. These initiatives have resulted in multiple benefits for Tata Motors. The company has enhanced its brand image as an environmentally	10	CO5	BT3

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	responsible organization, attracting environmentally conscious customers. It has also achieved cost savings in the long run through efficient resource utilization and reduced energy consumption. Additionally, Tata Motors has gained a competitive advantage in the growing EV market and improved compliance with environmental regulations. However, the company had to face challenges such as high initial investment costs and the need for continuous innovation. Identify the benefits of adopting a green strategy for Tata Motors. Explain each benefit with reference to the case and assess how these benefits contribute to the company's long-term success.			
20.a	FreshBite Foods is a growing packaged food company aiming to improve its market share. The management sets a target to increase sales by 15% within a year and maintain high product quality standards. After implementing new marketing and production strategies, the company regularly tracks its sales performance and quality levels. Over time, the management notices that sales have increased by only 8%, which is below the target. They analyze the reasons and find issues such as ineffective advertising and supply delays. Based on this, they take corrective actions like improving promotional campaigns and streamlining the supply chain. Apply Strategic Evaluation Process and solve the situation	6	CO5	BT3
20.b	Interpret different techniques for Operational Control	10	CO5	BT2