

Code No: **24BA3T1**

II MBA - I Semester - Regular Examinations - DECEMBER 2025

STRATEGIC MANAGEMENT

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains two Parts: Part-A and Part-B.
 2. Part-A contains 5 essay questions with an internal choice from each unit.
 Each Question carries 12 marks.
 3. Part-B contains one Case Study for 10 Marks.
 4. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

			BL	CO	Max. Marks
<u>UNIT – I</u>					
1.	a)	What is a strategic vision? How is it different from mission and objectives?	L3	CO1	6 M
	b)	Explain the concept of strategic management and discuss why it is considered a continuous process within organizations.	L2	CO1	6 M
OR					
2.	a)	Discuss how industry and competitive analysis influence strategic decisions.	L2	CO1	6 M
	b)	Explain the concept of strategy crafting and its relevance in a competitive environment.	L2	CO1	6 M
<u>UNIT – II</u>					
3.	a)	Explain the significance of competitive capabilities in building a sustainable strategy.	L2	CO2	6 M

	b)	Evaluate the challenges and strategies involved in managing competitive advantage within diversified companies. How should companies assess the performance of their diversified business units?	L4	CO2	6 M
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OR

4.	a)	Describe the GE/McKinsey Matrix and explain how it differs from the BCG Matrix in portfolio analysis and resource allocation.	L3	CO2	6 M
	b)	Explain how the Balanced Scorecard approach integrates financial and non-financial performance metrics. Why is it important for strategic management?	L2	CO2	6 M

UNIT-III

5.	a)	Explain the strategic framework for analyzing competition using Porter's models.	L2	CO3	6 M
	b)	What is the concept of core competence? How does it influence strategy formulation?	L2	CO3	6 M

OR

6.	a)	Discuss the importance of tailoring strategy to fit specific industries. Provide examples of how industry characteristics influence strategic choices.	L3	CO3	6 M
	b)	Discuss turnaround strategies and restructuring strategies with practical examples.	L2	CO3	6 M

UNIT – IV

7.	a)	Explain the importance of resource allocation in successful strategy implementation. What procedural issues can arise during this process?	L2	CO4	6 M
	b)	Analyze the relationship between corporate culture and strategy implementation. How can values impact the success of a strategic plan?	L3	CO4	6 M

OR

8.	a)	What are the strategies for competing in globalizing markets? Explain with suitable examples.	L2	CO4	6 M
	b)	Discuss the procedural issues organizations face during strategy implementation and suggest best practices to overcome these challenges.	L3	CO4	6 M

UNIT – V

9.	a)	Explain various organisational systems and techniques used for strategic evaluation. How do these systems ensure alignment with strategic goals?	L3	CO5	6 M
	b)	Analyze the challenges involved in measuring organizational performance during strategy evaluation. How can these challenges be addressed?	L4	CO5	6 M

OR

10.	a)	Describe the concept of strategic information systems. What role do they play in strategy evaluation and control?	L2	CO5	6 M
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	b) What is strategic surveillance? How does it help in dynamic environments?	L2	CO5	6 M
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PART – B

	CASE STUDY	L4	CO3, CO4	10 M
11.	<p>Aroma King Ltd., a 70-year-old Indian FMCG company with a specialty in packaged spices, has been facing stagnant growth due to the rise of niche organic brands and loss of urban market share. The management hired a new CEO to lead a turnaround strategy.</p> <p>The new strategy involves entering the online spice delivery segment and launching customizable spice kits tailored to global cuisines. This required restructuring, digital transformation, and strategic partnerships with logistics startups.</p> <p>Simultaneously, Aroma King explored a joint venture with a Singapore-based brand, Spice Jet Foods, which is strong in the Asian gourmet market. The collaboration aimed to co-develop products and distribute across the Asia-Pacific. However, internal resistance from senior employees and a lack of digital skills slowed implementation.</p> <p>A Balanced Scorecard approach was introduced to align performance goals. Benchmarking was done with competitors like MDH and Everest. Still, the firm faced issues in aligning corporate culture with the new strategic vision.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. What turnaround strategies did Aroma King adopt? Evaluate their effectiveness. How does this case reflect the challenges of strategy implementation, especially in resource allocation and procedural issues? 2. Explain how leadership style and corporate culture affected the success of the new strategy. 3. Evaluate the use of the Balanced Scorecard and benchmarking in strategy evaluation. Suggest improvements to strategic surveillance and control mechanisms to ensure long-term success. 			