

Faculty of Management Studies

End Semester Examination May 2025

MS5CO14 Strategic Management

Programme	:	MBA	Branch/Specialisation	:	-
Duration	:	3 hours	Maximum Marks	:	60

Note: All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.
 Notations and symbols have their usual meaning.

Section 1 (Answer all question(s))

Marks CO BL
 1 1 2

Q1. Which of the following is not a level at which strategy operates?

Rubric	Marks
Individual Location level	1

Corporate level Business unit level
 Individual location level Functional level

Q2. Which of the following best defines strategic management?

1 1 2

Rubric	Marks
A process of formulating, implementing, and evaluating cross-functional decisions	1

Planning for operational efficiency A process of formulating, implementing, and evaluating cross-functional decisions
 Managing daily business activities Improving customer service only

Q3. What does the "Bargaining Power of Buyers" in Porter's Five Forces primarily affect?

1 2 2

Rubric	Marks
Industry profitability	1

Supplier pricing strategies Cost leadership approach
 Industry profitability Internal value chain

Q4. Which of the following tools helps identify both internal and external strategic factors?

1 2 2

Rubric	Marks
TOWS Matrix	1

Value chain TOWS matrix
 Porter's five forces VRIO framework

Q5. In the BCG Matrix, a business unit with high market growth and low market share is known as:

1 3 2

Rubric	Marks
Question Mark	1

Star Dog
 Question mark Cash Cow

Q6. What does the vertical axis in the GE Nine Cell Matrix represent?

1 3 1

Rubric	Marks
Industry Attractiveness	1

- Competitive position
- Business unit size
- Product life cycle
- Industry attractiveness

Q7. In the McKinsey 7S Model, which element refers to the organization's guiding values and culture?

1 4 2

- Structure
- Systems
- Style
- Shared Values

Q8. What is the primary goal of strategic implementation?

1 4 2

Rubric	Marks
Translating strategy into operational actions	1

- Identifying external threats
- Translating strategy into operational actions
- Analyzing competition
- Conducting a value chain analysis

Q9. Which of the following is not a component of the Balanced Scorecard?

1 5 2

Rubric	Marks
Environmental	1

- Financial
- Environmental
- Customer
- Learning and growth

Q10. The Triple Bottom Line (TBL) approach focuses on:

1 5 2

Rubric	Marks
Economic, Social, and Environmental aspects	1

- Profits only
- Quality, cost, and time
- Economic, social, and environmental aspects
- Innovation, strategy, and leadership

Section 2 (Answer all question(s))

Marks CO BL

Q11. Explain the importance of stakeholders in strategic management.

2 1 2

Rubric	Marks
1 mark: Definition of stakeholders 1 mark: Role of stakeholders in strategy formulation or implementation	2

Q12. (a) Explain the scope and significance of strategic management in modern business.

6 1 5

Rubric	Marks
2 marks: Explanation of the scope (functional, corporate, environmental aspects)	6
2 marks: Significance (growth, competition, sustainability)	
2 marks: Examples or case references	

(OR)

(b) Describe the strategic management process in detail. Discuss with example.

Rubric	Marks
1 mark: Introduction to the strategic management process	6
1 mark: Environmental scanning	
1 mark: Strategy formulation	
1 mark: Strategy implementation	
1 mark: Evaluation and control	
1 mark: Integration/explanation and Examples	

Section 3 (Answer all question(s))

Q13. Differentiate between SWOT and TOWS analysis.

Marks CO BL

2 2 3

Rubric	Marks
Differentiation between SWOT and TOWS analysis	2

Q14. (a) Explain Porter's Five Forces Model in detail with suitable examples.

6 2 2

Rubric	Marks
1 mark: Introduction to Five Forces	6
1 mark: Threat of New Entrants	
1 mark: Bargaining Power of Suppliers	
1 mark: Bargaining Power of Buyers	
1 mark: Threat of Substitutes	
1 mark: Industry Rivalry	

(OR)

(b) Discuss the concept of Value Chain Analysis and how it contributes to internal strategic evaluation.

Rubric	Marks
1 mark: Introduction to value chain	6
1 mark: Primary activities (inbound logistics to after-sales)	
1 mark: Support activities (infrastructure, HR, tech, procurement)	
1 mark: Integration of value-creating activities	
1 mark: Real business example or hypothetical	
1 mark: Strategic insights gained through value chain analysis	

Section 4 (Answer all question(s))

Q15. Define retrenchment strategy and provide real time examples for it.

Marks CO BL

2 3 3

Rubric	Marks
1 mark: Definition of retrenchment strategy	2
1 mark: Example	

Q16.(a) What are the key Business-Level Strategies? Explain how each strategies helps to gain competitive advantage.

6 3 3

Rubric	Marks
Different key Business-Level Strategies	3
key Business-Level Strategies helping to gain competitive advantage	3

(OR)

(b) Describe the BCG Matrix and its strategic implications for business units.

Rubric	Marks
1 mark: Description of BCG Matrix concept	6
1 mark: Explanation of each quadrant (Stars, Cash Cows, Question Marks, Dogs)	
2 marks: Strategic implications of each quadrant (e.g., invest, harvest, divest)	
2 marks: Example applying a company's product line to each quadrant	

Section 5 (Answer all question(s))

Marks CO BL

Q17. What are Mintzberg's 5 Ps of Strategy? Briefly explain any two strategy.

2 4 3

Rubric	Marks
1 mark: Listing all 5 Ps – Plan, Ploy, Pattern, Position, Perspective	2
1 mark: Explanation of first P (e.g., Plan – intended course of action)	

Q18.(a) Explain the McKinsey 7S Model. How it supports strategic alignment?

6 4 4

Rubric	Marks
1 mark: Introduction to the model and its purpose	6
1 mark: Explanation of hard elements – Structure, Strategy, Systems	
1 mark: Explanation of soft elements – Style, Staff, Skills, Shared Values	
2 marks: Interdependence among the elements	
1 mark: Strategic alignment and performance benefits	

(OR)

(b) What are the challenges in implementing strategic plans? Suggest ways to overcome them.

Rubric	Marks
3 marks: Identification of key challenges (e.g., resistance to change, lack of communication, resource constraints)	6
3 marks: Explanation of solutions (e.g., employee involvement, leadership support, adequate training, and tools) to overcome challenges	

Section 6 (Answer all question(s))

Marks CO BL

Q19. Explain the concept of the Triple Bottom Line (TBL) approach to maintain sustainability and responsible business practices. **2 5 4**

Rubric	Marks
1 mark: TBL includes People (social), Planet (environmental), Profit (economic)	2
1 mark: Its role in sustainability and responsible business practices	

Q20. (a) Discuss the role of Corporate Social Responsibility (CSR) and Sustainability in strategic control. **6 5 5**

Rubric	Marks
1 mark: Definition of CSR and sustainability	6
1 mark: Their alignment with long-term business goals	
1 mark: Impact on reputation and stakeholder trust	
1 mark: Regulatory and ethical considerations	
2 marks: Strategic integration through practices and policies	

(OR)

(b) What are the major criteria used in strategy evaluation? How can organizations use feedback to improve performance?

Rubric	Marks
3 mark: Explanation of the criteria used in strategy evaluation	6
3 marks: Use of feedback in adjusting strategies and actions	

Section 7 (Answer all question(s))

Marks CO BL

Q21. Case Study

ReviveTech Pvt. Ltd. was once a leading mid-sized IT service provider in India, primarily offering outsourced coding and data management. As global digital transformation surged, demand shifted toward cloud computing, AI solutions, and cybersecurity. ReviveTech, slow to adapt, started losing major clients to agile competitors like TCS, Infosys, and Wipro. Employee attrition increased, and profitability declined.

In 2022, the newly appointed CEO initiated a strategic transformation plan:

- Vision updated to: “To be a catalyst in global digital transformation.”
- Mission: Deliver innovative, secure, and sustainable tech solutions with excellence.
- Strategic tools like SWOT, VRIO, and BCG Matrix were used for strategic diagnosis.
- ReviveTech divested its legacy data entry unit (a “Dog” in the BCG Matrix) and invested heavily in AI services (a “Star”).
- It introduced a Balanced Scorecard and linked it to KPIs like client retention, tech upskilling, and delivery speed.
- Strategy implementation was guided using the McKinsey 7S model, focusing on skill-building, systems automation, and changing the leadership style.

The company has started to show results — a 20% growth in new-age service revenue and a 15% improvement in customer satisfaction in just one year.

Questions-

- (i) Analyze the internal and external environment of ReviveTech using SWOT analysis. Provide two points each for Strengths, Weaknesses, Opportunities, and Threats.
- (ii) How does the BCG Matrix help ReviveTech in its strategic planning? Identify and explain the strategic moves associated with the “Dog” and “Star” business units.
- (iii) ReviveTech introduced a Balanced Scorecard for evaluation. List and briefly explain three key performance indicators (KPIs) they likely used from different BSC perspectives.

Rubric	Marks
Q.1 0.5 marks for each relevant and contextual SWOT point (8 points x 0.5 = 4 marks)	10
<p>Q.2 (3 marks)</p> <ul style="list-style-type: none"> • 1 mark for explaining BCG concept • 1 mark for identifying “Dog” (data entry unit) & reason for divesting • 1 mark for “Star” (AI services) and reason for investing/growth 	
<p>Q.3 (3 marks)</p> <p>1 mark per KPI (name + linked BSC perspective + short explanation)</p>	
