



End Term (Odd) Semester Examination November 2025

Roll no.....

Name of the Course and semester: MBA-3rd Sem

Name of the Paper: **Strategic Management**

Paper Code: **MBA-301**

Time: 3 hour

Maximum Marks: 100

Note:

- (i) This question paper contains two Sections-Section A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

Section A

Q1. (2X10=20 Marks)

- a. Define Strategic Management and explain its key characteristics. (CO-1)
- b. Evaluate the role of strategists in the formulation and execution of business policy. (CO-5)
- c. Discuss the major issues in strategy implementation and suggest ways to overcome them in a business organization. (CO-2)

Q2. (2X10=20 Marks)

- a. Evaluate the significance of corporate parenting strategy and parenting advantage in multi-business organizations. (CO-3)
- b. Discuss the types of strategies used by organizations and the guidelines for crafting successful business strategies. (CO-2)
- c. Explain the relationship between strategy and organizational structure. How do different types of structures affect strategy implementation? (CO-1)

Q3. (2X10=20 Marks)

- a. Evaluate how value chain analysis and VRHN analysis assist managers in assessing organizational efficiency and profitability. (CO-4)
- b. Describe the resource-based view (RBV) of the firm and explain how it helps in identifying core competencies. (CO-3)
- c. Explain the importance of vision, mission, and objectives in guiding the strategic direction of a business organization. (CO-1)

Q4. (2X10=20 Marks)

- a. Explain the components and significance of an Environmental Threat and Opportunity Profile (ETOP) in strategic decision-making. (CO-1)
- b. Discuss Michael Porter's Generic Strategies and explain how organizations can achieve competitive advantage through them. (CO-3)
- c. Discuss the levels at which strategy operates and provide suitable examples for each level. (CO-4)



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Section B

Q5. Case Study

(20 Marks)

Strategy Formulation and Corporate Parenting

ABC Conglomerate is a diversified Indian business group operating in FMCG, renewable energy, and financial services. Over the years, it has grown by acquiring multiple companies, but now faces challenges in aligning its overall strategy.

The board is debating whether to define a sharper vision and mission statement that reflects sustainability and innovation. The CEO insists on a long-term purpose: "To create sustainable value for customers and communities while delivering profitable growth."

During its environmental appraisal, ABC identifies new competitors in FMCG, stricter environmental regulations for energy, and digital disruption in financial services. The leadership is exploring different types of strategies:

- In FMCG: adopting differentiation strategy by focusing on organic products.
- In Renewable Energy: expanding aggressively into solar and wind to build core competence.
- In Financial Services: investing in FinTech partnerships to maintain competitiveness.

The group is also reflecting on its corporate parenting strategy. Should it allow each business unit autonomy, or should the corporate center play a stronger role in knowledge-sharing, resource allocation, and sustainability goals? The chairman argues for a parenting advantage, where synergies across business units create more value than they could individually.

At the same time, ABC is under pressure to enhance Corporate Social Responsibility (CSR), particularly in rural education and green initiatives, while ensuring that strategies remain profitable.

Answer Any 2 of the Following Questions

1. Explain how vision, mission, and purpose, challenges, and opportunities for ABC in its three sectors.
2. How can core competence and corporate parenting create a competitive advantage for ABC?
3. Evaluate the role of the strategist in aligning multiple business units under a common corporate strategy.

Note For the question paper setters: (CO-2, 3, 4)

- Question paper should cover all the COs of the course.
- Please specify COs against each question.