



III Semester M.B.A. (Day and Eve.) Examination, May/June 2025
(CBCS) (2022 – 23 and Onwards)

MANAGEMENT

Paper – 3.1 : Strategic Management and Corporate Governance
Equivalent to 3.1 : Strategic Management and Corporate Governance
(Old Scheme)

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Define Strategic Management and explain its significance.
2. Briefly explain the Strategic Management Process with a diagram.
3. Explain the relevance of the PESTEL Analysis.
4. Develop a short ETOP (Environmental Threat and Opportunity Profile) for an FMCG brand.
5. Define Blue Ocean Strategy. How is it different from traditional competition-based strategy ?
6. Explain the role of the Board of Directors in corporate governance.
7. Explain how value chain analysis could help in organizational analysis.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Critically analyze the relationship between strategy, structure and control.
How should organizations ensure alignment between them ?
9. Using the BCG Matrix and GE 9 Cell Model, evaluate the business portfolio of a diversified firm. Recommend appropriate strategies for each quadrant of both models.

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10. Explain the types of Corporate Level Strategies with illustrations.

11. Write short notes on :

- a) Corporate Portfolio analysis.
- b) Strategic Thinking in Crisis situations.

SECTION – C

12. **Compulsory :**

(1×15=15)

Alpha Textiles Ltd., a family-owned Indian company, has long dominated the traditional fabric market. However, due to a growing shift in consumer preferences toward sustainable and modern fabrics, the leadership decided to implement a strategic transformation. The company aimed to reposition itself as an eco-friendly brand with digital-first marketing strategies.

This required heavy resource reallocation, closure of some outdated facilities, and investment in R and D. The old functional structure was replaced by a matrix structure, causing confusion and conflict among middle management. Employees resisted change, fearing job losses and new technologies.

To manage the transition, Alpha's leadership introduced a strategic evaluation system with KPIs aligned to green innovation, digital engagement, and cost-efficiency. They also launched workshops and counseling for staff to reduce resistance.

After one year, customer acquisition improved, and the company entered new retail markets. However, cultural change remained a challenge.

Questions :

- a) Identify the challenges Alpha Textiles faced during strategy implementation.
- b) Suggest ways to align structure and control with strategy more effectively.
- c) How would you reduce employee resistance to change in such transformations ?