

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

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Course Code

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Second Semester MBA Degree Examinations, August/September 2025

CORPORATE STRATEGY**Duration: 3 hrs****Max. Marks: 100****Note:** 1. Answer any **FOUR** full questions from Question No. 1 to 7.

2. Question No. 8 is compulsory

3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1	a. Define the concept of strategic management.	03	(1:1:1)
	b. Compare and contrast between vision and mission.	07	(3:2:2)
	c. Explain the different stages of strategic management.	10	(4:3:3)
2.	a. Concept of objectives.	03	(2:1:1)
	b. Enumerate the relationship between a company's strategy and its business model.	07	(4:3:3)
	c. Highlight the significance of McKinsey's 7 S model in strategic management.	10	(4:5:5)
3.	a. Explain the Concept of RBV.	03	(2:1:1)
	b. Differentiate between SWOT and SWOC analysis.	07	(3:2:2)
	c. Explain the different aspects of the internal environment, emphasizing the nature of their impact on the capability of an organization and competitive advantage.	10	(4:2:2)
4.	a. What is competitive scope?	03	(2:1:1)
	b. Discuss Michael Porter's approach for defining generic strategies.	07	(3:4:4)
	c. Identify the features of business strategies that would be appropriate under the following industry conditions: (i) Introduction (ii) Growth (iii) Maturity (iv) Decline	10	(4:4:4)
5	a. What is the significance of strategy formulation?	03	(3:1:1)
	b. Write a descriptive note on growth strategies in the Indian context.	07	(5:3:3)
	c. How can a feedback mechanism and control system improve strategy implementation? Explain and give reasons.	10	(4:3:3)
6.	a. Importance of strategy implementation.	03	(2:1:1)
	b. Briefly comment on the global practices with respect to corporate governance.	07	(4:2:2)
	c. Describe the concept of strategic control and the techniques for strategic control. How strategic control is different from operational control?	10	(4:2:2)

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| 7. | a. | When can be special alert control be useful? | 03 | (2:1:1) |
| | b. | What are the functions under strategic surveillance? | 07 | (3:2:2) |
| | c. | Explain the ESG initiatives and the role of technology in corporate strategy. | 10 | (4:3:3) |

8. **Case Study**

Title: The Impact of Regulatory Changes on Small Businesses

In 2023, a small organic cosmetics company, "EcoGlow," faced a significant challenge when new environmental regulations were introduced by the federal government. These regulations required all cosmetic products to be free from specific chemicals and to use sustainable packaging. While large corporations had the resources to adapt quickly, EcoGlow, with its limited budget, struggled. The company had to reformulate its products and find new suppliers for eco-friendly packaging, which increased production costs by 25 %. As a result, EcoGlow had to raise its prices, which led to a drop in sales. The company also needed to navigate complex legal requirements to remain compliant, adding further to its operational costs. This situation highlights the macro-environmental impact of regulatory changes on small businesses, which often lack the resources to quickly adapt compared to their larger counterparts.

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| a. | What strategies could EcoGlow implement to mitigate the increased production costs? | 10 | (5:5:5) |
| b. | How do regulatory changes at the macro level affect competition in an industry? | 10 | (5:5:5) |

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