

**R.N.G.PATEL INSTITUTE OF TECHNOLOGY-RNGPIT**  
(An Autonomous Institute U/s UGC Act 1956)

**MBA SEMESTER-III, SEMESTER END EXAMINATION – WINTER 2025**

**SUBJECT CODE: 1MB1303**

**DATE: 07-01-2026**

**SUBJECT NAME: STRATEGIC MANAGEMENT**

**TIME: 11:00 AM to 02:00 PM**

**TOTAL MARKS: 70**

**Instructions**

1. It is **compulsory** for students to write **Enrolment No. /Seat No.** on the question paper.
2. Write answers of **Section A** and **Section B** in **separate answer books**.
3. Attempt all questions from both **Section A** and **Section B**.
4. Each section carries **35 marks**, with a total of **70 marks** for the examination.
5. The figures to the right of each question indicate full marks, make suitable assumptions with justification.
6. BL - Bloom's Taxonomy Levels (R-Remember, U-Understanding, A –Application, N –Analyze, E – Evaluate, C -Create), CO - Course Outcomes.

**SECTION A**

**Marks BL CO**

**Q.1 Multiple-Choice Questions**

**[05]**

- |  |                          |
|--|--------------------------|
| <p><b>(a)</b> Strategy formulation involves</p> <p style="margin-left: 40px;"><b>(i)</b> Assigning daily tasks                      <b>(ii)</b> Developing corporate, business, and functional strategies</p> <p style="margin-left: 40px;"><b>(iii)</b> Monitoring employee performance                      <b>(iv)</b> Handling customer complaints</p> | <p><b>1    R   1</b></p> |
| <p><b>(b)</b> Porter's Generic Strategies apply to which level?</p> <p style="margin-left: 40px;"><b>(i)</b> Corporate                                      <b>(ii)</b> Business</p> <p style="margin-left: 40px;"><b>(iii)</b> Functional                                      <b>(iv)</b> Global</p>   | <p><b>1    R   2</b></p> |
| <p><b>(c)</b> Disney acquiring ABC Network is an example of</p> <p style="margin-left: 40px;"><b>(i)</b> Horizontal merger                                      <b>(ii)</b> Conglomerate merger</p> <p style="margin-left: 40px;"><b>(iii)</b> Turnaround                                      <b>(iv)</b> Divestment</p>                                  | <p><b>1    U   2</b></p> |
| <p><b>(d)</b> Licensing and franchising allow</p> <p style="margin-left: 40px;"><b>(i)</b> Full ownership                                      <b>(ii)</b> Local partners to use brand rights</p> <p style="margin-left: 40px;"><b>(iii)</b> Government control                                      <b>(iv)</b> Company to avoid local laws</p>           | <p><b>1    U   2</b></p> |

- |  |          |          |                                      |
|--|----------|----------|--------------------------------------|
| (e) Toyota's lean manufacturing supports | <b>1</b> | <b>R</b> | <b>1</b>                             |
| (i) Differentiation                      |          |          |                                      |
|  |          |          | (ii) Low-cost, high-quality strategy |
| (iii) Retrenchment                       |          |          | (iv) Stability                       |

**Q.2 Attempt Any Two** **[10]**

- |  |          |          |          |
|--|----------|----------|----------|
| (a) Explain SWOT analysis in strategy formulation.   | <b>5</b> | <b>R</b> | <b>1</b> |
| (b) Elaborate strategic planning process.  | <b>5</b> | <b>U</b> | <b>1</b> |
| (c) "Netflix evolved from DVD rentals to streaming and later to original content creation. This transformation helped it stay ahead in a competitive entertainment industry". Which type of strategic decision did Netflix make during its transformation? | <b>5</b> | <b>A</b> | <b>1</b> |

**Q.3 Attempt Any Two** **[10]**

- |   |          |          |          |
|---|----------|----------|----------|
| (a) Explain Porter's Five Forces Model as a tool for Industry Analysis.   | <b>5</b> | <b>R</b> | <b>2</b> |
| (b) What is a Joint Venture? Discuss its features and strategic advantages.   | <b>5</b> | <b>U</b> | <b>2</b> |
| (c) Walmart focuses on large-scale operations, efficient supply chain management, and low prices to attract customers worldwide. Discuss how Walmart's value chain supports its cost leadership strategy. | <b>5</b> | <b>A</b> | <b>2</b> |

**Q.4 Attempt Any Two** **[10]**

- |  |          |          |          |
|--|----------|----------|----------|
| (a) Discuss the PESTEL framework in strategic management.        | <b>5</b> | <b>R</b> | <b>1</b> |
| (b) Differentiate between corporate and business level strategy. | <b>5</b> | <b>U</b> | <b>1</b> |
| (c) Explain the concept of Value Chain Analysis.                 | <b>5</b> | <b>A</b> | <b>2</b> |

## SECTION B

Marks BL CO

### Q.5 Multiple-Choice Questions

[05]

- (a) Which strategy focuses on expanding operations and increasing market share? 1 U 3
- (i) Stability (ii) Growth  
(iii) Retrenchment (iv) Pause
- (b) A merger between two firms in the same industry is called: 1 R 3
- (i) Vertical merger (ii) Horizontal merger  
(iii) Conglomerate merger (iv) Strategic alliance
- (c) Blockchain and IoT are transforming: 1 U 3
- (i) Marketing (ii) Supply Chains  
(iii) Accounting (iv) HR Systems
- (d) Balanced Scorecard translates strategy into: 1 U 4
- (i) HR Policies (ii) KPIs and objectives across perspectives  
(iii) Financial audits (iv) Operational reports
- (e) The risk management cycle starts with: 1 R 4
- (i) Treat (ii) Identify  
(iii) Monitor (iv) Learn

### Q.6 Attempt Any Two

[10]

- (a) Explain the three difference between growth, stability, and retrenchment strategies. 5 R 3
- (b) Explain friendly acquisition and hostile acquisition. 5 R 3
- (c) Explain how globalization changes the firm's strategic choices. Identify two strategic opportunities and two strategic challenges created by globalization. 5 U 3

### Q.7 Attempt Any Two

[10]

- (a) What is a RACI matrix? Show how it helps in clarifying decision rights during strategy implementation. 5 R 4

- (b) A firm is considering conglomerate diversification to stabilize earnings. List three criteria it should evaluate before proceeding. **5 R 3**
- (c) What is an effective after-action review (AAR) process? List the key outputs an AAR should produce. **5 R 4**

**Q.8 Attempt Any Two [10]**

- (a) Explain the difference between strategy formulation and strategy execution. Why does execution often fail even when strategy is sound? **5 R 4**
- (b) Explain the ADKAR model of change and give one concrete intervention for each ADKAR stage. **5 R 4**
- (c) Define the Balanced Scorecard (BSC) and describe the four perspectives. Why is causal mapping between perspectives important? **5 R 4**

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