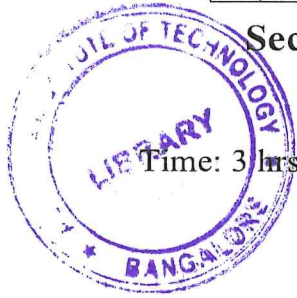


CBCS SCHEME

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MBA205



Second Semester MBA Degree Examination, June/July 2026 Corporate Strategy

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	Define Strategic Management.	3	L1	CO1
	b.	Elucidate the stages in Strategic Management Model.	7	L2	CO3
	c.	Critically evaluate the Key Success Factors.	10	L3	CO2
Q.2	a.	What is an External Audit?	3	L1	CO1
	b.	Briefly explain the concept of Restructuring and E-engineering.	7	L2	CO3
	c.	Explain Porter's Five Forces Model of Industry analysis.	10	L3	CO2
Q.3	a.	What is Value Chain Analysis?	3	L1	CO1
	b.	Briefly explain the strategy evaluation framework.	7	L2	CO3
	c.	Elucidate the techniques to manage resistance to change during strategy implementation.	10	L3	CO2
Q.4	a.	Define Vision and Mission.	3	L1	CO1
	b.	Briefly Explain Blue Ocean Strategy.	7	L2	CO2
	c.	Analyze Porter's generic strategies for an EdTech start-up.	10	L4	CO4
Q.5	a.	What do you mean by Defensive Strategy?	3	L1	CO1
	b.	Explicate SWOT analysis.	7	L2	CO3
	c.	Critically evaluate the Resource-Based View (RBV).	10	L3	CO2
Q.6	a.	Mention any two common issues faced during strategy implementation.	3	L1	CO1
	b.	Briefly explain Diversification Strategies.	7	L3	CO3
	c.	Elucidate the Benefits of Strategic Management.	10	L4	CO4

Q.7	a.	Define Benchmarking.	3	L1	CO1
	b.	Explain the concept of the Balanced Scorecard and describe its four perspectives with suitable examples.	7	L2	CO3
	c.	Briefly explain the Value Chain Analysis.	10	L3	CO2
Q.8		Compulsory Question : Sagar Foods Pvt. Ltd. is a 15-year-old, mid-sized packaged foods company in North Karnataka. It began with two flagship products—traditional millet-based ready-to-eat mixes and spicy snack blends—sold mainly through regional wholesalers and kirana stores. For many years, steady word-of-mouth and low prices ensured growth. In the last three years, however, national FMCG giants have launched “healthy millet” lines backed by strong digital campaigns and influencer marketing. Modern trade and e-commerce are capturing urban customers, but SagarFoods has no direct online channel and relies on distributors who hesitate to try new SKUs. Internally, the firm owns a modest but flexible production facility and has a small in-house R&D team that has created two innovative low-oil snack formulations. Packaging, however, looks outdated, marketing spend is minimal, and the culture is highly cost-focused, making managers risk-averse. Procurement costs for millets, spices and oil are volatile. Recent ESG demands from institutional buyers require traceability and eco-friendly packaging—areas where SagarFoods has only just started. The founder-CEO wants a simple three-year strategy to regain growth, build brand recall and prepare for pan-India expansion without taking excessive financial risk.			
	a.	Using a Five Forces view, write opportunities and threats BrightBite faces.	5	L2	CO3
	b.	Explain internal strengths and weaknesses of BrightBite.	5	L2	CO3
	c.	Recommend one business-level strategy and justify it briefly.	5	L2	CO3
	d.	Explain basic steps to implement your suggested strategy.	5	L2	CO3
