62221

III Semester M.B.A. (Day & Evening) Degree Examination, April/May - 2026

MANAGEMENT

Strategic Management and Business Ethics

(CBCS Scheme 2019 Onwards)

Paper : 3.1

ACHARYA INSTITUTE OF GRADUATE STUDIES
LIBRARY
Date:
BANGALORE-107

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

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

1. Explain the concept of strategic management process and describe its key stages.
2. A small manufacturing firm is facing intense competition and declining profits. Suggest suitable generic competitive strategies the firm can adopt and justify your answer.
3. Analyze the role of CPM. Analysis in comparing a firm with its major competitors.
4. Differentiate between Corporate Level Strategy and Business Level Strategy with suitable examples.
5. A company plans to diversify into a new product line. Illustrate how the BCG Matrix can help in strategic decision-making.
6. Examine the importance of Strategic Control Systems in successful strategy implementation.
7. Explain the relationship between Corporate Governance and Business Ethics in modern organizations.

SECTION - B

Answer any Three of the following questions. Each question carries 10 marks.

(3×10=30)

8. Analyze how Vision, Mission, and Objectives contribute to long-term strategic success. Illustrate with examples.
9. A technology start-up wants to enter a highly competitive market dominated by established players. Apply Porter's Five Forces Model to evaluate the industry attractiveness and recommend strategic actions.

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10. Evaluate various Corporate Level Strategies. Under what business conditions is each strategy appropriate?

11. Discuss the role of Corporate Governance mechanisms in protecting stakeholder interests.

SECTION - C
(Compulsory)

12. **Case Study:** **(1×15=15)**

NovaTech Appliances Ltd., a mid-sized home appliance manufacturer, operated successfully for two decades in the domestic market. However, with globalization and the entry of multinational competitors offering technologically advanced and energy-efficient products, NovaTech began losing market share.

An internal review revealed outdated production processes, weak brand positioning, and limited investment in R&D. The company also lacked a clearly articulated mission and long-term strategic direction. While its products were affordable, competitors were differentiating through innovation and superior after-sales service.

The Board decided to undertake a strategic transformation. The firm adopted a new vision focused on innovation and sustainability. It invested in smart appliance technology, entered into a strategic alliance with a technology firm, and restructured its operations for cost efficiency. A Balanced Scorecard approach was introduced to align performance metrics with strategic goals.

Simultaneously, the company strengthened its corporate governance framework by forming independent audit and ethics committees to ensure transparency and rebuild investor confidence.

Within three years, NovaTech regained profitability and improved its brand image. However, the company continues to face challenges from rapidly changing technology and shifting consumer preferences.

Questions:

a) Using SWOT Analysis, identify NovaTech's key strategic issues.

b) Analyze the strategies adopted by NovaTech. Were they appropriate? Justify your answer.

c) How did improvements in corporate governance and strategic control systems contribute to the company's turnaround?