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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA
(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA MF

SEM: III - THEORY EXAMINATION (2025 - 2026)

Subject: Strategic Management

Time: 3 Hours

Max. Marks: 100

General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of **three Sections -A, B, & C**. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.

2. Maximum marks for each question are indicated on right -hand side of each question.

3. Illustrate your answers with neat sketches wherever necessary.

4. Assume suitable data if necessary.

5. Preferably, write the answers in sequential order.

6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

SECTION-A

20

1. Attempt all parts:-

- 1-a. Identify the term that points to the long-term direction of a business (CO1,K2). 1
- (a) Strategy
 - (b) Objective
 - (c) Mission
 - (d) Goal
- 1-b. Spot the aspect that separates goals from objectives in business planning (CO1,K2). 1
- (a) Time of creation
 - (b) Reporting style
 - (c) Level of specificity
 - (d) Department issuing them
- 1-c. Select the framework that groups competitors based on similar strategies (CO2,K3). 1
- (a) Value net
 - (b) ETOP
 - (c) Strategic group
 - (d) Benchmark sheet
- 1-d. Identify the matrix used to evaluate external strategic factors. (CO2,K2) 1
- (a) EFE Matrix
 - (b) ER Matrix
 - (c) RFI Matrix
 - (d) Value Map
- 1-e. Select the situation where a low-cost strategy gives maximum advantage (CO3,K2). 1

- (a) Exclusive product market
 - (b) Designer brands
 - (c) Price-sensitive market
 - (d) Luxury niche
- 1-f. Decide which option reflects forward integration (CO3,K4). 1
- (a) Acquiring distribution channels
 - (b) Buying raw material firms
 - (c) Reducing product line
 - (d) Closing units
- 1-g. Choose the "P" in Mintzberg's 5 Ps that refers to a consistent action pattern (CO4,K4). 1
- (a) Pattern
 - (b) Position
 - (c) Perspective
 - (d) Pledge
- 1-h. Choose the factor linking corporate culture to strategy success (CO4,K2). 1
- (a) Shared beliefs
 - (b) Parking area
 - (c) Office paint
 - (d) Dress colour
- 1-i. Select the force in Porter's model related to pressure from replacement products (CO5,K1). 1
- (a) Rivalry
 - (b) Supplier power
 - (c) Buyer power
 - (d) Threat of substitutes
- 1-j. Select the advantage firms gain in blue oceans (CO5,K2). 1
- (a) Lower rivalry
 - (b) Cost burden
 - (c) Market saturation
 - (d) Heavy price war
2. Attempt all parts:-
- 2.a. Explain the relevance of distinguishing business goals from business objectives (CO1,K2). 2
- 2.b. Compare the relative importance of political and economic forces in PESTEL (CO2,K3). 2
- 2.c. Examine the purpose of adopting a low-cost strategy in price-sensitive markets (CO3,K4). 2
- 2.d. Examine the major components required to build a strategic plan (CO4,K4). 2
- 2.e. Analyse conditions that strengthen buyer power in competitive markets (CO5,K4). 2

SECTION-B

30

3. Attempt all parts:-	
3.a. Answer any <u>one</u> of the following:-	
3.a.(i) Present a detailed comparison between business goals and business objectives with illustrations (CO1,K2).	6
3.a.(ii) Explain the role of strategic intent in shaping organizational ambition and direction (CO1,K2).	6
3.b. Answer any one of the following:-	
3.b.(i) Analyse the role of environmental appraisal in understanding dynamic external conditions (CO2,K3).	6
3.b.(ii) Evaluate the influence of political, economic, and social forces on industry structure using examples (CO2,K3).	6
3.c. Answer any one of the following:-	
3.c.(i) Evaluate conditions that make differentiation strategies particularly effective (CO3,K4).	6
3.c.(ii) Compare various forms of diversification and their strategic benefits (CO3,K4).	6
3.d. Answer any one of the following:-	
3.d.(i) Discuss Mintzberg's 5 Ps framework and its importance in understanding diverse strategic views (CO4,K4).	6
3.d.(ii) Analyse the relationship between corporate culture and long-term strategic performance (CO4,K4).	6
3.e. Answer any one of the following:-	
3.e.(i) Examine the Balanced Scorecard as a strategic performance management system (CO5,K4).	6
3.e.(ii) Analyse supplier power and its influence on cost and supply risk (CO5,K4).	6
SECTION-C	50
4. Answer any <u>one</u> of the following:-	
4-a. A company tries to compete globally but hasn't identified its core competencies. Analyse this case by illustrating the importance of discovering and using core competencies strategically (CO1,K3).	10
4-b. A company creates multiple plans but none align with each other. Develop a case explaining the need for clarity among corporate, business, and functional strategies (CO1,K5).	10
5. Answer any <u>one</u> of the following:-	
5-a. A mobile phone company notices rapid political changes affecting supply chains. Using this scenario, analyse how PESTEL can support environmental appraisal (CO2,K3).	10
5-b. A new product substitute appears, threatening demand. Analyse this case to explain the influence of substitutes on industry structure (CO2,K3).	10
6. Answer any <u>one</u> of the following:-	
6-a. A luxury brand struggles to maintain uniqueness. Using this case, analyse the relevance of differentiation strategy (CO3,K4).	10
6-b. A firm attempts backward integration by buying suppliers. Provide a detailed	10

evaluation using this scenario (CO3,K4).

7. Answer any one of the following:-

7-a. A firm undergoing major change relies heavily on leadership influence. Evaluate leadership's role using the scenario (CO4,K4). 10

7-b. A company identifies deviation from expected results. Construct a case illustrating the need for strategic control (CO4,K4). 10

8. Answer any one of the following:-

8-a. A company receives poor customer reviews despite high sales. Build a BSC-based customer perspective scenario (CO5,K5). 10

8-b. A company becomes dependent on a single supplier. Provide scenario analysis of supplier power (CO5,K4). 10

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