

END SEMESTER EXAMINATION, MAY - 2026**B. B. A. Semester - VI****Subject Name: Business Policy & Strategic Management****Subject Code: BBA601****Time allotted: 03 Hours****Max. Marks: 100****Note: Read all the instructions carefully.**

Q.1	VERY SHORT ANSWER QUESTIONS – Attempt All.	(10x2 = 20 Marks)
a.	Define Business Policy.	CO1
b.	Define strategic intent.	CO1
c.	Define core competence.	CO1
d.	What is cost leadership strategy?	CO1
e.	Define SWOT analysis.	CO1
f.	What is a business model?	CO1
g.	Define retrenchment strategy.	CO1
h.	What is the VRIO framework?	CO2
i.	What is Stability Strategy?	CO2
j.	Write any two benefits of Strategic Planning.	CO2
Q.2	SHORT ANSWER QUESTIONS – Attempt any Five.	(5x4 = 20 Marks)
a.	Differentiate between tangible and non-tangible resources.	CO2
b.	Explain the Value chain analysis of a firm. Giving suitable examples.	CO3
c.	Differentiate between core competency and competitive advantage.	CO3
d.	Discuss the Ansoff Matrix as a tool for growth strategy. Evaluate its applicability in modern dynamic markets.	CO3
e.	Analyze different modes of expansion such as mergers, acquisitions, and integration strategies. Discuss their strategic implications.	CO3
f.	Discuss the PESTEL framework in detail. How can organizations use it to identify opportunities and threats in the macro-environment?	CO4
g.	Discuss the fundamental concepts of strategic management, including strategy, objectives, policies, and tactics. How do they interact in organizational practice?	CO4
Q.3	STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)
a.	Differentiate between cost leadership, differentiation, focused cost leadership and focused differentiation giving suitable examples.	CO4
b.	Critically examine the concept of levels of strategy (corporate, business and functional). How do these levels interact to ensure organizational effectiveness and long-term competitive advantage?	CO5
c.	Analyse how Porter's 5 forces model can be used to judge the attractiveness of an industry. Illustrate with a suitable example	CO5
d.	Explain the concept of internationalization. What challenges do firms face while expanding globally, and how can they overcome them?	CO6

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Q.4	Case Analysis/ Situation Based QUESTIONS – Attempt any Two.	(2x15 = 30 Marks)
a	Read the case and answer the questions given below. Q.5 Amazon is the world’s largest online retailer and is indeed a pioneer in the online retailing space. Though it started as an online bookstore, its success in its venture spurred it to diversify into selling anything that can be sold online. Further, Amazon has also expanded globally and now operates around the world through a combination of localized portals and globalized delivery and logistics platforms. The way in which Amazon has leveraged technology as a source of competitive advantage and reaped the benefits of the economies of scale in addition to leveraging the synergies between its internal resources and external drivers has spawned many rivals who aim to imitate and better its business mod Amazon’s generic corporate strategy can be described as concentric diversification. This strategy is based on leveraging technological capabilities for business success and following a cost leadership strategy aimed at offering the maximum value for its customers at the lowest price in addition to wrapping its business around the customers wherein they find Amazon to be the go-to portal for their online shopping needs. The specific measures taken by Amazon in pursuit of this strategy include steep discounts for is regular members through the Amazon Prime program, ensuring timely and even express delivery and at times, waiving off the shipping charges, passing on the benefits of avoiding state taxes to the customers thereby lowering the price even further, and an overall strategy based on making the customer experience as seamless and as smooth as possible. Questions: - Identify the key strategic factors of Amazon.com. - Explain the competitive advantage which Amazon.com enjoys over its competitors.	CO5
b	Read the case and answer the questions given below. Alpha Tech Ltd., a mid-sized technology firm specializing in cloud-based enterprise solutions, experienced rapid growth over five years. The company attracted a diverse group of shareholders, including institutional investors, venture capitalists, and retail investors. Initially, the founders retained majority control and focused on long-term innovation, reinvesting profits into R&D. However, as institutional shareholders increased their stake, pressure mounted for higher short-term returns. These shareholders demanded dividend payouts and cost rationalization, arguing that consistent earnings would improve stock valuation. In contrast, the founders emphasized sustained competitive advantage through innovation and market expansion. During the annual general meeting (AGM), shareholders exercised their voting rights to influence board composition. Two independent directors representing institutional interests were appointed. This shift led to strategic changes: reduced R&D expenditure, increased focus on profitability, and entry into less risky markets. Over time, while profitability improved in the short term, Alpha Tech began losing its technological edge. Employee morale declined, and competitors introduced more innovative products. Minority shareholders raised concerns about long-term value erosion, highlighting the tension between short-term financial gains and sustainable growth. This case illustrates that shareholders are not merely capital providers but active participants in governance. Through voting rights, board influence, and strategic pressure, they significantly shape organizational direction. However, conflicts may arise between different shareholder groups and between short-term and long-term objectives. Questions: - Critically evaluate the role of shareholders in influencing strategic decisions at Alpha Tech Ltd. Was their intervention beneficial or detrimental in the long run? - How should management balance the conflicting expectations of different shareholder groups to ensure sustainable organizational performance?	CO5
c	Read the case and answer the questions given below. ITC Limited, originally a tobacco company, has evolved into one of India’s most diversified conglomerates. Over time, ITC strategically expanded into fast-moving consumer goods (FMCG), hotels, paperboards, packaging, and agri-business. The company adopted a “related diversification” approach, leveraging core competencies such as distribution networks, brand-building capabilities, and supply chain expertise. A key pillar of ITC’s strategy is its focus on sustainability and inclusive growth. Initiatives like e-Choupal have strengthened rural supply chains while empowering farmers, aligning business goals with social impact. ITC also pursued a strong presence in FMCG to reduce dependence on its tobacco business, which faces regulatory pressures. By investing heavily in brands such as Aashirvaad, Sunfeast, and Bingo, ITC has built a competitive portfolio in the non-cigarette segment. Despite diversification, ITC continues to face challenges in balancing profitability across segments, as tobacco remains its primary revenue generator. The firm’s corporate strategy reflects a long-term vision of de-risking while creating multiple growth engines. Questions: - How does ITC’s related diversification strategy create synergy across its business segments? - Critically evaluate ITC’s strategy of reducing dependence on its tobacco business—what challenges and opportunities does it present?	CO5
