



PRACTICE SET
End Semester Examination, December, 2025

Program: BBA

Semester: V

Course: Business Strategy

Course Code: 11CC301

Course Learning Objective:

1. CLO1: To introduce the basic concepts, nature, and importance of strategic management.
2. CLO2: To help students understand internal and external business environments using modern tools and Indian perspectives.
3. CLO3: To enable students to formulate and implement suitable strategies for different business situations.
4. CLO4: To promote ethical, sustainable, and self-aware decision-making using Indian Remember systems like Panchakosha and Arthashastra.

Course Outcome:

On the completion of the Course, the students will be able to:

1. CO1: Explain the meaning, purpose, and role of strategy and strategists, including vision, mission, and core values.
2. CO2: Analyze industry and organizational environment using tools like PESTEL, Value Chain, and Indian ideas like Lok Kalyan and Panchakosha.
3. CO3: Formulate and implement appropriate strategies for growth, stability, or turnaround situations.
4. CO4: Evaluate strategies effectively and apply ethical and self-aware practices in decision making.

SECTION A

Question for Five (5) marks:

1. Explain the difference between business goals and strategic objectives. [CO1, Unit-I, BTL- LOT, Understand]

2. List down and describe Core Competencies of Management? [CO1, Unit-I, BTL- LOT, Remember]
3. State how is the evolution of strategy relevant to modern business management? [CO1, Unit-I, BTL- LOT, Remember]
4. Compare between vision statements and mission statements. [CO1, Unit-I, BTL- LOT, Understand]
5. List the different types of strategists and their main responsibilities. [CO1, Unit-I, BTL- LOT, Remember]
6. Define the Social Responsibility of Business. [CO2, Unit-II, BTL- LOT, Remember]
7. Explain briefly the Environmental (E) factor within the PESTEL analysis. [CO2, Unit-II, BTL- LOT, Understand]
8. How is the Marketing function applied and analysed during internal environment scanning? [CO2, Unit-II, BTL- LOT, Apply]
9. Explain the key purpose of creating an Environmental Threat and Opportunity Profile (ETOP). [CO2, Unit-II, BTL- LOT, Understand]
10. Describe "Cash Cow" in the BCG Matrix? Give Example. [CO2, Unit-II, BTL- LOT, Remember]
11. Summarise two primary limitations of using Porter's Five Forces Model. [CO2, Unit-II, BTL- LOT, Understand]
12. Explain, how does the Value Chain help a company identify sources of competitive advantage? [CO2, Unit-II, BTL- LOT, Understand]
13. Distinguish between a Stability Strategy and an Expansion Strategy. [CO3, Unit-III, BTL- LOT, Understand]
14. Define Strategic Business Units (SBUs), give proper example. [CO3, Unit-III, BTL- LOT, Remember]
15. State and briefly explain any two common reasons for the failure of strategy implementation. [CO3, Unit-III, BTL- LOT, Understand]
16. Illustrate an example of a Combination Strategy. [CO3, Unit-III, BTL- LOT, Apply]
17. Discuss how does effective Leadership contribute to successful strategy implementation? [CO3, Unit-III, BTL- LOT, Understand]
18. Define the meaning and primary importance of Strategic Control. [CO4, Unit-IV, BTL- LOT, Remember]
19. Explain two behavioral aspects related to strategy implementation, other than resistance to change. [CO4, Unit-IV, BTL- LOT, Understand]
20. Describe why communication essential during the strategy implementation and control phase? [CO4, Unit-IV, BTL- LOT, Understand]

SECTION -B

Question for Ten (10) marks:

21. Explain the evolution of strategy from historical concepts to the modern view of strategic management. [CO1, Unit-I, BTL- HOT, Analyze]
22. Analyse the importance and need of strategic management for a multi-product, multi-market organization. [CO1, Unit-I, BTL- HOT, Analyze]
23. Illustrate how the application of Indian Knowledge systems, such as the concepts found in Arthashastra, can influence the role of strategists. [CO1, Unit-I, BTL- HOT, Apply]
24. Critically examine the statement: "Strategy is merely the alignment of goals and objectives." [CO1, Unit-I, BTL- HOT, Evaluate]
25. Describe how the Value Chain analysis is conducted during internal environment scanning. [CO2, Unit-II, BTL- LOT, Understand]
26. Apply the PESTEL framework to analyze the external environment for a company operating in the renewable energy sector in India, focusing specifically on Political (P) and Legal (L) factors. [CO2, Unit-II, BTL- HOT, Analyze]
27. Discuss the various dimensions of Social Responsibility a business must address, linking it to the concept of ethical strategy for long-term success. [CO2, Unit-II, BTL- HOT, Analyze]
28. Explain the Ansoff Matrix in detail. Provide examples of when a firm would choose a market penetration strategy. [CO2, Unit-II, BTL- LOT, Understand]
29. Describe the four quadrants of the BCG Matrix. Which quadrant generally requires the most careful strategic management? [CO2, Unit-II, BTL- LOT, Understand]
30. Differentiate between the primary activities and support activities within the Value Chain model. [CO2, Unit-II, BTL- HOT, Analyze]
31. Discuss the steps involved in strategy formulation. Are these steps always sequential? [CO3, Unit-III, BTL- LOT, Understand]
32. Explain the different stages of strategy implementation. What is the critical challenge of the structural stage? [CO3, Unit-III, BTL- LOT, Understand]
33. Appraise the situations in which a firm would opt for a Retrenchment Strategy versus a Turnaround Strategy. [CO3, Unit-III, BTL- HOT, Analyze]
34. Discuss the importance of managing Strategic Business Units (SBUs) in diversified organizations. [CO3, Unit-III, BTL- LOT, Understand]
35. Illustrate, how can a firm overcome the various reasons for strategy failure during implementation? [CO3, Unit-III, BTL- HOT, Apply]
36. Discuss the behavioral aspect of resistance to change. What managerial actions can be taken to mitigate this resistance? [CO4, Unit-IV, BTL- LOT, Apply]

37. Explain the necessity of Strategic Control. How does it differ from operational control? [CO4, Unit-IV, BTL- LOT, Understand]
38. Describe the role of motivation in ensuring that employees execute the implemented strategy effectively. [CO4, Unit-IV, BTL- LOT, Understand]

SECTION C

Question for twenty (20) marks:

39. Explain the concept and significance of a Strategic Business Unit (SBU) in strategic management. Discuss its key characteristics, advantages, and the process of SBU formation. Appraise your answer with suitable examples of companies that have effectively used the SBU structure to enhance strategic decision-making and performance. [CO3, Unit-III, BTL- HOT, Analyse]
40. Analyze each case and classify the strategy into one of the four quadrants of the Ansoff Matrix: Market Penetration, Market Development, Product Development, or Diversification. Draw the Quadrant and place the products In respective quadrants. [CO2, Unit-II, BTL- HOT, Analyze]

PRODUCTS	Product / Division Description of Strategic Action Student's Classification
P1	– Cold Drinks Company launches smaller 200 ml bottles to increase sales in the same market.
P2	– Biscuits Introduces sugar-free biscuit variant for health-conscious customers in India.
P3	– Shampoo Starts exporting the same shampoo brand to Nepal and Bangladesh.
P4	– Mobile Phones Introduces a 5G version of its existing smartphone model.
P5	– Clothing Offers festive discounts and combo offers to boost existing customer sales.
P6	– Dairy Products Launches flavored yogurt range in the domestic market.
P7	– Packaged Snacks Expands operations to the Middle East with its existing chips brand.
P8	– Cosmetics Introduces an all-new organic skincare line for international markets.
P9	– Footwear Enters Tier-2 Indian cities with the same footwear designs.
P10	– Food Delivery App Adds a new subscription feature for premium users in India.

THUMB RULES FOR CLASSIFICATION			
Strategy Type	Product	Market	Objective example
Market Penetration	Current	Current	Boost sales through offers or promotions
Market Development	Current	New	Enter a new region or segment with existing product
Product Development	New	Current	Launch new or improved product for existing customers
Diversification	New	New	Introduce new product in a completely new market

41. A traditional publishing company has seen its market shrink rapidly due to digital media adoption. Formulate a detailed strategic plan for a major Expansion Strategy (e.g., related diversification or integration) to ensure its long-term survival. Justify your choice of strategy and discuss the subsequent organizational changes required for its successful implementation. [CO3, Unit-III, BTL- HOT, Evaluate]

42. Analyze the given Data set to compute the Relative Market Share and Market Growth Rate, and classify the products into the four quadrants of the BCG Matrix.

Below is the Data set of Company ENG Pvt. Ltd with clear thumb rule for Relative Market Share and Market Growth Rate . [CO2, Unit-II, BTL- HOT, Analyze]

Product	LY Sales (₹ Cr)	CY Sales (₹ Cr)	Competitor Sales (₹ Cr)
P1	120	150	100
P2	80	100	120
P3	90	108	90
P4	50	70	150
P5	40	60	130
P6	55	65	80
P7	200	210	90
P8	170	175	100
P9	150	155	80
P10	80	78	120
P11	60	58	140
P12	45	44	100
P13	70	85	90
P14	220	225	140
P15	100	98	160

Thumb Rules for BCG Matrix Classification

BCG Category	Market Growth Rate (MGR)	Relative Market Share (RMS)	Meaning
Star	High (>10%)	High (>1.0)	Strong position in growing market
Cash Cow	Low (<10%)	High (>1.0)	High share in mature market
Question Mark	High (>10%)	Low (<1.0)	Weak share but growing market
Dog	Low (<10%)	Low (<1.0)	Weak product in slow market

43. Perform a comprehensive internal analysis of a major fast-food chain using the Value Chain model. Subsequently, identify specific strengths derived from this analysis and map them against external opportunities identified through an ETOP analysis to suggest a growth strategy. [CO2, Unit-II, BTL- HOT, Analyze]

44. Evaluate the importance of Leadership and organizational structure during the implementation of a corporate-level strategy. Analyze the factors that contribute to resistance to change and develop a managerial program using motivation and communication techniques to overcome this behavioral aspect. [CO3, Unit-III, BTL- HOT, Evaluate]

Summary Sheet:

CO Wise:	Question No.	Marks
CO1	1, 2, 3, 4, 5, 21, 22, 23, 24	65
CO2	6, 7, 8, 9, 10, 11, 12, 25, 26, 27, 28, 29, 30, 40,42, 43	155
CO3	13, 14, 15, 16, 17, 31, 32, 33, 34, 35, 39, 41, 44	135
CO4	18, 19, 20, 36, 37, 38	45
TOTAL MARKS	(44 Questions)	400

Unit Wise:	Question No.	Marks
I	1, 2, 3, 4, 5, 21, 22, 23, 24	65
II	6, 7, 8, 9, 10, 11, 12, 25, 26, 27, 28, 29, 30, 40, 42,43	155
III	13, 14, 15, 16, 17, 31, 32, 33, 34, 35,39, 41, 44	135
IV	18, 19, 20, 36, 37, 38	45
TOTAL MARKS		400

Blooms Taxonomy Level (BTL) Wise:	Question No.	Marks
LOT (Remember, Understand, Apply)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16, 17,18,19,20,25,28,29,31,32, 34,36,37,38	190
HOT (Analyze, Evaluate, Create)	21,22,23,24,26,27,30,33,35,39,40,41,4 2,43,44	210
TOTAL MARKS		400

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Disclaimer: - This is a Practice Set. The Question in End term examination will differ from the Practice set. This Practice set is meant for practice only.