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St. Claret College

Autonomous, Bengaluru

ROLL NO:
DATE:

PG END SEMESTER EXAMINATION-MAY 2026

MBA THIRD SEMESTER

MBA 3125: Strategic Management and Corporate Governance

TIME: 3 hours. **MAX. MARKS: 70**

This paper contains TWO printed pages and FOUR parts

Instructions:
1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SEVEN questions out of NINE. Each answer carries TWO marks. **[2x7= 14]**

1 How is Artha shastra relevant to modern business strategy?
2. List the elements of PESTEL analysis.
3. Examine how digital transformation influences competitive advantage.
4. Identify types of Business level strategies.
5 State the situations where retrenchment strategy is adopted.
6. Illustrate strategic control systems with an example.
7. State the meaning of strategy implementation.
8. Recall the concept of Blue Ocean Strategy.
9. Summarize the responsibilities of the Board of Directors.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks. **[5x4=20]**

10. Describe the strategy formation process with suitable examples.
11.Examine PESTEL Analysis and its significance in business.
12. Assess the application of BCG Matrix in corporate portfolio analysis.
13. Explain the concept of ETOP and analyze its role in strategic decision-making with a suitable example.
14. Illustrate the concept of Red Ocean Strategy with examples.
15. Analyze the importance of transparency and ethical behavior in organizations.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks. **[10X2=20]**

16 A company operating across multiple business units is planning expansion, facing intense competition, and struggling with internal coordination—how should it formulate corporate, business, and functional level strategies to achieve overall effectiveness and competitive advantage?

17. During periods of economic downturn, how can the strategies adopted by firms be analyzed to understand their effectiveness in sustaining performance and survival?

18. A mid-sized retail firm is losing market share due to competition and changing customer preferences, and management is unsure whether the issue is internal or external. Apply SWOT Analysis and Porter's Five Forces Model to diagnose the problem and suggest strategies to regain competitive advantage.

19. A company has developed a strong strategy but is facing delays, resource constraints, and employee resistance during execution—how can the process of strategy implementation be analyzed and improved to ensure successful outcomes?

PART-D

Answer the following. **[16X1=16]**

20. During Atomic bombings of Hiroshima and Nagasaki, the use of nuclear weapons brought an abrupt end to World War II but also resulted in massive destruction, long-term environmental damage, and ethical debates worldwide. The event highlighted how strategic decisions taken under extreme pressure can have far-reaching consequences on humanity, economy, and global relations. In the modern business world, organizations often face high-stakes decisions during crises such as layoffs, shutdowns, or risky innovations where quick action is required, but ethical implications and long-term sustainability must also be considered.

Questions:

a) Analyse how crisis-driven strategic decisions can impact organizations in the long run, drawing parallels from the Hiroshima and Nagasaki event.

b) Evaluate how businesses can balance strategic objectives with ethical responsibility during critical decision-making situations.