

B.E. / B.Tech.- DEGREE EXAMINATIONS, NOV / DEC 2025

Third Semester

Computer Science and Business Systems

20CBMG502 - BUSINESS STRATEGY

Regulations - 2020

Duration: 3 Hours

Max. Marks: 100

PART - A (MCQ) (10 × 1 = 10 Marks)

Answer ALL Questions

	<i>Marks</i>	<i>K- Level</i>	<i>CO</i>
1. The primary goal of a business is to:	1	K1	CO1
(a) Provide free services			
(b) Earn profit and create value for stakeholders			
(c) Reduce competition			
(d) Increase employee count			
2. Which type of strategy is formulated by functional heads?	1	K1	CO1
(a) Corporate strategy			
(b) Business strategy			
(c) Functional strategy			
(d) Growth strategy			
3. Apple's core competence is:	1	K1	CO2
(a) Patents			
(b) Design and user experience integration			
(c) Cost efficiency			
(d) Supplier networks			
4. Example of transferability issue:	1	K1	CO2
(a) Amazon's delivery network			
(b) Trademark registration			
(c) Employee training			
(d) Patent renewal			
5. Porter's Five Forces Framework is used to analyze:	1	K1	CO3
(a) Employee satisfaction			
(b) Industry attractiveness and competition			
(c) Internal operations			
(d) Consumer psychology			
6. Which stage is characterized by heavy investment and low profits?	1	K1	CO3
(a) Growth			
(b) Maturity			
(c) Introduction			
(d) Decline			
7. Business Portfolio Analysis is used to:	1	K1	CO4
(a) Evaluate the value chain			
(b) Manage multiple business units			
(c) Analyze customer satisfaction			
(d) Study supplier networks			
8. Acquisitions involve:	1	K1	CO4
(a) Combining two equals			
(b) One company buying control of another			
(c) Strategic alliance only			
(d) Expanding with unrelated partners			
9. Structure refers to	1	K1	CO5
(a) The formal organization			
(b) The informal relationships among employees			
(c) The company's culture			
(d) The company's strategic objectives			
10. A strong corporate governance system helps in:	1	K1	CO5
(a) Misuse of company resources			
(b) Enhancing trust and long-term sustainability			
(c) Weakening shareholder rights			
(d) Encouraging monopoly practices			

PART - B (12 × 2 = 24 Marks)

Answer ALL Questions

11. Recall Corporate Level Strategy.	2	K1	CO1
12. List the types of Miles and Snow Typology.	2	K1	CO1
13. Define Core Competence.	2	K1	CO2
14. Which business information is protected under trade secrets?	2	K1	CO2
15. Why do firms experience economies of scale as they increase their level of production?	2	K1	CO3
16. Name the key factors that influence industry attractiveness according to Porter's Five Forces model.	2	K1	CO3
17. Rephrase Unrelated Diversification.	2	K2	CO4
18. Infer the term Joint Venture.	2	K2	CO4

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| 19. Relate the term ‘Organizational Structure’ and its importance in Strategy Implementation. | 2 | K2 | CO5 |
| 20. Interpret the importance of Strategic Control. | 2 | K2 | CO5 |
| 21. Compare Market Development and Product Development. | 2 | K2 | CO4 |
| 22. Outline the ethical considerations in decision making. | 2 | K2 | CO5 |

PART - C (6 × 11 = 66 Marks)

Answer ALL Questions

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| 23. a) Demonstrate the process of formulating Vision with an example. | 11 | K2 | CO1 |
| OR | | | |
| b) Summarize the Fit Concept and Configuration Perspectives in Strategic Management. | 11 | K2 | CO1 |
| 24. a) Explain the ways to identify a firm’s Internal Intellectual Assets. | 11 | K2 | CO2 |
| OR | | | |
| b) Illustrate the factors affecting Sustainable Competitive Advantage. | 11 | K2 | CO2 |
| 25. a) Make use of Porter’s Five Forces model to analyze an industry. | 11 | K3 | CO3 |
| OR | | | |
| b) Select a company of your choice and explain how its value chain activities support its competitive strategy. | 11 | K3 | CO3 |
| 26. a) Construct a BCG Matrix for Swiggy and suggest strategies for its business units. | 11 | K3 | CO4 |
| OR | | | |
| b) Alpha Motors plans to collaborate with an electric vehicle company to share technology and enhance innovation. Utilize appropriate corporate combination strategies to identify the best strategy for this scenario. | 11 | K3 | CO4 |
| 27. a) A retail company shifts to e-commerce. Apply the link between structure, systems, and governance to explain how strategy implementation can succeed. | 11 | K3 | CO5 |
| OR | | | |
| b) Organize the various models of corporate governance. | 11 | K3 | CO5 |
| 28. a) Describe the schools of thought in Strategic Management. | 11 | K2 | CO1 |
| OR | | | |
| b) Compare and contrast different levels of Strategy. | 11 | K2 | CO1 |