

.TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: DECEMBER - 2025/JANUARY-2026
SEMESTER - II

Sub.: Corporate Policies and Strategic Management (MBA24-202)

Date : 01/01/2026

Total Marks : 60

Time: 10.00am to 12.30pm

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

- Q. 1. Write Short notes on (Any Three) (15)**
1. Concept of Competitive Advantage and list its primary sources
 2. PESTEL Analysis components and its role in environmental appraisal
 3. Situation when Firm's opts for Retrenchment Strategy and its main forms.
 4. Seven components of McKinsey 7-S Model framework
 5. SBU and its importance in diversified companies
- Q. 2. Answer in detail (Any One) (10)**
1. Define Business Policy and Strategic Management, and explain the evolution and importance of the strategic management discipline
 2. Discuss the relevance of Corporate Social Responsibility (CSR) and Business Ethics in modern strategic management
- Q. 3. Answer in detail (Any One) (10)**
1. Differentiate between an organization's Vision and Mission statements, and explain how they contribute to setting a clear strategic direction.
 2. Define the three Generic Competitive Strategies (Low Cost, Differentiation, and Focus), providing an example of a company that successfully implements each.
- Q. 4. Answer in detail (Any One) (10)**
1. What is competitive advantage, and what are the primary ways a firm can achieve and sustain it in the marketplace?
 2. What are Grand Strategies? Describe the characteristics and strategic goals of the Growth strategy and the Retrenchment strategy.
- Q. 5. Case Study (15)**
- "Agri Co. " a diversified agricultural firm, has three business units (BUs):
- BU A (Fertilizers): Low Market Growth, High Relative Market Share.
 - BU B (Organic Snacks): High Market Growth, Low Relative Market Share.
 - BU C (Outdated Farm Equipment): Low Market Growth, Low Relative Market Share.
- Question:**
- a) Identify the appropriate BCG Matrix quadrant for each BU (A, B, and C),
 - b) Recommend a corresponding grand strategy (e.g., Growth, Stability, and Retrenchment) for each unit.
-