

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.) (071)
EXAMINATION: MAY - 2026
SEMESTER - VI

Sub.: Strategic Management (BBA 22-611/BBA 23-611/ BBA15-611)

Date : 14/05/2026	Total Marks : 60	Time: 10.00 am to 12.30 pm
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Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q. 1. Choose the most appropriate option. (05)

1. Which of the following best explains the importance of Strategic Management?
 - a) It focuses only on short-term profits
 - b) It helps organizations achieve long-term objectives and gain competitive advantage
 - c) It eliminates all business risks
 - d) It replaces operational management
2. A smart-phone company observes rapid technological change, new government regulations on data privacy, and changing consumer lifestyle preferences. Which framework would help the company systematically analyze these external macro-environmental factors?
 - a) SWOT Analysis
 - b) PESTLE Analysis
 - c) Competitor Analysis
 - d) Internal Resource Audit
3. Functional level strategy is primarily concerned with:
 - a) Overall direction of the organization
 - b) Managing competition between industries
 - c) Efficient use of resources within departments
 - d) Expansion into new markets
4. Which of the following is NOT a challenge in strategic implementation?
 - a) Resistance to change
 - b) Lack of coordination among departments
 - c) Clear communication of goals
 - d) Inadequate resources
5. Effective strategy implementation requires managers to:
 - a) Focus only on planning activities
 - b) Ignore organizational culture
 - c) Align structure, leadership, and resources with strategy
 - d) Avoid employee participation

Q. 2. State True / False (05)

1. Strategy implementation focuses only on planning and not on execution.
 - a) True
 - b) False
2. Establishing organizational policies helps support strategy implementation.
 - a) True
 - b) False
3. Resource allocation is unrelated to strategy implementation.
 - a) True
 - b) False
4. Strategic implementation always occurs smoothly without any obstacles.
 - a) True
 - b) False
5. Continuous evaluation helps organizations correct implementation.
 - a) True
 - b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Strategic intent
2. BCG Matrix
3. Strategy formulation.
4. SWOT analysis.
5. Importance of Resource Allocation in Strategy Implementation.

Q. 4. Answer in detail (Any Two) (20)

1. Explain the concept of strategy Implementation. Discuss the main steps involved in strategy implementation.
2. What is PESTLE analysis? Explain its components with suitable examples.
3. Explain the meaning of strategy by considering real life example. Also elaborate the types of strategy.
4. What do you mean by KPI, with a imaginary Marketing function of the company explain in detail.

Q. 5. Case study (15)

Strategy at FreshBite Foods

FreshBite Foods Pvt. Ltd. is a growing Indian company engaged in producing packaged snacks, fruit juices, and ready-to-eat meals. Over the past few years, the company has expanded its product range to serve changing consumer preferences. However, the management has recently observed that not all product lines are performing equally well in the market. Some products are gaining strong customer demand and market visibility, while others are struggling to maintain sales.

The company's fruit juice range has become very popular among urban consumers. Sales have been increasing rapidly, and the brand has established a strong presence in supermarkets and online grocery platforms. Competitors are also entering this segment because the demand for healthier beverage options is increasing. To maintain its strong position, the company has started investing more in product innovation, new flavors, and better packaging.

At the same time, the company recently introduced a line of healthy baked snacks aimed at health-conscious customers. Although the demand for healthy snacks is growing in the market, FreshBite's products are still new and have not yet captured a large share of customers. The marketing department believes that with stronger promotional activities and wider distribution, this product line could perform much better in the future.

FreshBite's traditional fried snacks, which were among the company's earliest products, still generate stable revenue. These products are widely available and have loyal customers. However, the market for such snacks is not growing very quickly because many consumers are shifting toward healthier alternatives. As a result, the company focuses mainly on maintaining efficiency in production and controlling costs in this segment.

Another product category of the company is ready-to-eat meals. Despite initial expectations, these products have not performed well in the market. Sales have remained low, and competition from other established brands has made it difficult for FreshBite to expand in this segment. The management has therefore decided to limit further investment in this product line and instead concentrate on areas that offer better growth opportunities.

To improve overall performance, the company has started implementing specific strategies at the departmental level. The marketing team is increasing promotional campaigns and digital advertising for healthy snacks to attract younger consumers. The production department is focusing on improving operational efficiency in the traditional snack segment to maintain profitability. Meanwhile, the research and development team is working on introducing innovative fruit juice products to strengthen the company's position in the rapidly growing beverage market. The finance department is carefully allocating funds to support the most promising product lines.

Through these coordinated actions across marketing, production, finance, and research departments, FreshBite Foods aims to improve the performance of its product portfolio and strengthen its competitive position in the food industry.

Questions:

1. Identify the different functional level strategies adopted by FreshBite Foods in various departments
2. Explain how the company's analysis of product performance helps in making strategic decisions.
3. Classify the four product categories of FreshBite Foods based on their market growth and market share positions

