

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)**  
**END TERM EXAMINATION (TERM -IV)**

Subject Name: **Strategic Management**

Time: **02.00 hrs**

Sub. Code: **PG44**

Max Marks: **40**

**Note: All questions are compulsory. Section A carries 12 marks: 6 questions of 2 marks each, Section B carries 18 marks having 3 questions (with internal choice question in each) of 6 marks each and Section C carries 10 marks one Case Study having 2 questions of 5 marks each.**

**Kindly write the all the course outcomes as per your TLEP in the box given below:**

S. No.	Course Outcomes (COs)	Bloom's Taxonomy Level
CO1	Understand and <i>describe</i> the evolution, concepts, and process of strategic management and <i>explain</i> the components of strategic intent.	Remember (L1) Understand (L2)
CO2	<i>Analyze</i> internal and external business environments using different tools and the Resource-Based View to identify organizational capabilities and threats.	Analyze (L4)
CO3	Evaluate various strategic frameworks and models to identify their components, compare their structural relationships, and determine the conditions under which each is most effective for organizational decision making.	Evaluate (L5)
CO4	Analyze organizational culture, structure, and leadership styles to identify sources of conflict and resistance to change during strategy implementation.	Analyze, Evaluate (L4 & L5)
CO5	<i>Enhancing creativity. Critical thinking in assessing</i> the role of organizational structure, leadership, culture, and resistance to change in strategy implementation, including external growth.	Apply, (L3), Create (L6)
CO6	<i>Develop</i> and demonstrate innovative strategies and business models relevant to 21st-century challenges using concepts like platform-based strategies, and disruptive innovation.	Create (L6)

**SECTION - A**

Attempt all questions. All questions are compulsory.

**2×6 = 12 Marks**

Questions	CO	Bloom's Level
<b>Q. 1: (A).</b> You are asked to explain to your top management team what <b>strategy</b> means in one or two sentences. What will you say?	CO1	L1
<b>Q. 1: (B).</b> Your board wants clarity on future direction. As a CEO, explain the difference between Vision and Mission so that managers can understand the purpose of each.	CO1	L2
<b>Q. 1: (C).</b> You are evaluating two firms competing in the same market. In simple terms, how will you define competitive advantage to your strategy team?	CO1	L2
<b>Q. 1: (D).</b> You are analyzing expansion into a tier-II cities. Mention two PESTEL factors that you will examine first and why	CO2	L4
<b>Q. 1: (E).</b> Your company is entering a market dominated by three players. Which two forces from Porter's Five Forces will you immediately analyze and why?	CO2	L4
<b>Q. 1: (F).</b> Your HR director says your people are the biggest strength. Briefly explain how you will evaluate whether employees are actually a core competency.	CO2	L4

**SECTION - B**

All questions are compulsory (Each question has an internal choice. Attempt anyone (either A or B) from the internal choice) <span style="float: right;"><b>6 x 3 = 18 Marks</b></span>		
Questions	CO	Bloom's Level
<p><b>Q. 2: (A).</b> <i>Micromax</i>, an Indian consumer electronics company losing market share to low-cost Korean brands such as <i>Samsung</i> and <i>LG</i>. Evaluate whether adopting a Cost Leadership Strategy will provide sustainable competitive advantage, considering supplier contracts, economies of scale, and technology investments.</p> <p style="text-align: center;"><b>Or</b></p> <p><b>Q. 2: (B).</b> As the founder of <i>RAW Pressery</i>, a healthy beverage startup offering cold-pressed juices and millet-based drinks, you are competing with mass-market soft drink brands like <i>Coca-Cola</i> and <i>Pepsi</i>. Evaluate what key differentiation conditions must be present for your product to gain sustainable market share.</p>	CO3	L5
<p><b>Q. 3: (A).</b> You take over as CEO of a diversified conglomerate (real estate, healthcare, hospitality). Analyze the three biggest challenges you will face in strategy implementation when multiple business units operate independently.</p> <p style="text-align: center;"><b>Or</b></p> <p><b>Q. 3: (B).</b> Your organization is shifting from traditional offline operations to a digital, data-driven business model. Many experienced employees believe this change threatens their roles and status. Evaluate how different leadership styles and existing organizational culture norms can accelerate or obstruct digital transformation?</p>	CO3	L5
<p><b>Q. 3: (A).</b> You take over as CEO of a diversified conglomerate (real estate, healthcare, hospitality). Analyze the three biggest challenges you will face in strategy implementation when multiple business units operate independently.</p> <p style="text-align: center;"><b>Or</b></p> <p><b>Q. 3: (B).</b> Your organization is shifting from traditional offline operations to a digital, data-driven business model. Many experienced employees believe this change threatens their roles and status. Evaluate how different leadership styles and existing organizational culture norms can accelerate or obstruct digital transformation?</p>	CO4	L4
<p><b>Q. 3: (B).</b> Your organization is shifting from traditional offline operations to a digital, data-driven business model. Many experienced employees believe this change threatens their roles and status. Evaluate how different leadership styles and existing organizational culture norms can accelerate or obstruct digital transformation?</p>	CO4	L4
<p><b>Q. 4: (A).</b> Your chain of grocery stores, <i>Spencer's Retail</i>, wants to compete with online delivery players like <i>Blinkit</i>, <i>Zepto</i>, and <i>BigBasket</i>. Recommend two strategic alliances (one marketplace partner and one last-mile delivery partner) and explain how these partnerships will help you scale faster while controlling costs and inventory challenges.</p> <p style="text-align: center;"><b>Or</b></p> <p><b>Q. 4: (B).</b> <i>Emami Ltd.</i> that wants to gain greater control over suppliers and distributors. Apply vertical integration and suggest whether you will integrate forward, backward, or both — and justify your recommendation.</p>	CO5	L6
<p><b>Q. 4: (B).</b> <i>Emami Ltd.</i> that wants to gain greater control over suppliers and distributors. Apply vertical integration and suggest whether you will integrate forward, backward, or both — and justify your recommendation.</p>	CO5	L6
<b><u>SECTION - C</u></b>		
Read the case and answer the questions <span style="float: right;"><b>5×02 = 10 Marks</b></span>		
Questions	CO	Bloom's Level
<p><b>Q5: Case Study: "The Digital Transformation Dilemma at Horizon Trust Bank"</b>  Horizon Trust Bank is a 30-year-old regional bank known for its strong reputation and loyal customer base, particularly among elderly clients. Over the decades, the bank has built deep trust through personalized, relationship-driven banking and traditional service delivery. However, the financial sector around it is undergoing rapid transformation. New-age fintech companies are reshaping customer expectations by offering faster, smarter, and app-based financial services powered by advanced technologies. As the competitive landscape shifts, Horizon Trust Bank finds itself under increasing pressure to evolve. Despite the changing environment, Horizon Trust Bank top management continues to operate largely through conventional systems. The bank relies on</p>		

<p>offline KYC processes, branch-level approvals, and paper-based documentation for most customer transactions. While this approach aligns well with the preferences of older customers, it significantly slows down processing times and limits operational efficiency.</p> <p>Meanwhile, an emerging fintech competitor in the region is rapidly attracting younger customers by offering AI-driven instant loans, biometric KYC, and 24×7 chatbot support. Within the bank, several senior managers continue to oppose digital transformation, insisting that “banking is about relationships, not apps.” This resistance has stalled internal efforts toward modernization, leaving Horizon Trust Bank vulnerable as customer expectations evolve.</p> <p>Questions:</p> <p><b>Q5 (A).</b> As the CEO, <b>recommend two emerging technology trends</b> that Horizon Trust Bank must adopt immediately. Justify how each technology will create strategic advantage.</p> <p><b>Q5 (B).</b> Design a <b>future-ready customer experience model</b> for Horizon Trust Bank that blends relationship banking with digital convenience.</p>		
	CO6	L6
	CO6	L6

**Kindly fill the total marks allocated to each COs in the table below:**

COs	Question No.	Marks Allocated
CO1	Q1(A, B, C)	6
CO2	Q1 (D, E, F)	6
CO3	Q2	6
CO4	Q3	6
CO5	Q4	6
CO6	Q5 (A, B)	10

**(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)**

**Blooms Taxonomy Levels given below for your ready reference:**

**L1= Remembering**

**L2= Understanding**

**L3= Apply**

**L4= Analyze**

**L5= Evaluate**

**L6= Create**