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Question Paper Code: U9D72

B.E./B.Tech. DEGREE EXAMINATION, NOV 2025

Open Elective

Computer Science And Business System

21UCB972-STRATEGIC MANAGEMENT AND LEADERSHIP

(Common to All branches)

(Regulations 2021)

Duration: Three hours

Maximum: 100 Marks

Answer All Questions

PART A - (10 x 2 = 20 Marks)

1. Define the primary objective of strategic analysis in strategic management. CO1-U
2. Compare a mission statement differ from a vision statement? CO1-U
3. Describe how factors outside a company (like economy, technology, or customer needs) can affect the way a company makes its plans and decisions. CO1-U
4. Define 'core competencies' and explain their significance in achieving competitive advantage. CO1-U
5. Define an expansion strategy. CO1-U
6. Differentiate between global and local strategies in the context of international business operations CO1-U
7. Difference between the Formal and Informal Groups in an Organizations? CO1-U
8. Define a communication channels in an organization. CO1-U
9. Define a motivation in the context of organizational behavior. CO1-U
10. Define the role of motivation in enhancing employee performance. CO1-U

PART – B (5 x 16= 80 Marks)

11. (a) Discuss two major theories or models in strategic management (e.g., Porter's Five Forces, SWOT Analysis) and explain how they assist organizations in developing competitive strategies. CO1-U (16)

Or

- (b) Explain the concept of business model innovation. How can a company successfully innovate its business model to adapt to changing market conditions? CO1-U (16)
12. (a) Apply Porter's Five Forces Model to the competitive intensity within the retail industry. Discuss how each force affects the level of competition and profitability in this industry. CO2-App (16)
- Or
- (b) Solve how a globalization has transformed the structure of a specific industry (e.g., automotive, technology). Discuss the opportunities and challenges globalization presents for firms with in this industry. CO2-App (16)
13. (a) Explain how a business-level strategy can create a competitive advantage. Discuss the key elements that contribute to achieving a competitive edge at the business level and provide examples of successful business-level strategies. CO1 U (16)
- Or
- (b) Classify the techniques used in corporate portfolio analysis. How do these techniques help in evaluating the performance and potential of different business units within a corporation? CO1 U (16)
14. (a) Explain the role of informal leaders within a team. How do informal leaders influence team dynamics and decision-making processes? CO1 U (16)
- Or
- (b) Classify the different techniques for group decision-making (e.g., brainstorming, Delphi method). How can these techniques enhance the quality of decisions made by teams? CO1 U (16)
15. (a) Explain the concept of motivation in organizational settings and its importance (such as Maslow's Hierarchy of Needs and Herzberg's Two- Factor Theory) How it can be improve the employee performance. CO1 U (16)
- Or
- (b) Explain the role of communication in effective leadership. How leaders can use communication to build trust, inspire teams, and achieve organizational goals. Provide examples of successful communication strategies used by prominent leaders. CO1 U (16)