

<b>Serial No. of Question Paper</b>	<b>: 9190</b>
Unique Paper Code (UPC)	: 61011601
Name of the Paper	: Business Policy & Strategy
Name of the Course	: Bachelor of Management Studies-BMS
Semester	: VI
Duration	: 3 hours
Maximum Marks	: 75

**Instructions:**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt any five questions. All questions carry equal marks

1. "TechNova Innovations" is a firm known for cutting-edge AI research and products. The company has grown fast but is struggling with internal confusion over priorities and product development direction. Employees often express dissatisfaction due to a lack of clarity about the company's purpose and future direction.
  - (a) Discuss the significance of having a clear vision and mission statement for a company like TechNova. (8)
  - (b) Evaluate how an effective mission statement can guide internal operations and strategic choices. (7)
2. "FreshBlend," a startup producing organic smoothies, is entering a market dominated by established health drink brands. It also faces competition from home juicing, local vendors, and rising prices of raw organic ingredients. Customers are highly health-conscious and tend to switch brands often.
  - (a) Using Porter's Five Forces model, analyze the competitive intensity and profitability of the organic smoothie industry for FreshBlend. (8)
  - (b) Which force is the most threatening to FreshBlend's success, and why? (7)
3. MediPlus Healthcare, initially a diagnostic services provider, is planning to diversify its business. The firm wants to enter the pharmaceutical manufacturing industry and acquire a chain of retail pharmacies.
  - (a) What type of diversification is the company pursuing? (8)
  - (b) What risks and benefits are associated with these moves? (7)
4. *PrintSpace*, a once-thriving digital publishing platform, has experienced declining revenues due to shifts in consumer behavior and increased competition from AI-driven content platforms. The company has started reducing workforce, divesting non-core assets, and is considering a complete overhaul of its business model to focus on AI-curated niche content.
  - (a) What type of renewal strategy is PrintSpace undertaking? Differentiate between retrenchment and turnaround strategies in this context. (8)
  - (b) Assess the effectiveness of the measures taken so far and propose additional steps that could support the company's revival. (7)

5. Fresco Foods is a chain of organic food stores planning to enter the online grocery market. The business-level strategy emphasizes cost leadership through efficient logistics and a wide range of organic products. However, the marketing department continues to focus on premium branding, while the operations team resists investment in supply chain tech.
- (a) Evaluate the misalignment between functional strategies and business-level strategy in Fresco Foods. (8)
  - (b) How can better coordination among marketing, operations, and logistics functions enhance strategic coherence? (7)
6. Write short notes on **ANY 3** of the following: (5x3=15)
- (a) CAGE Distance Framework
  - (b) Life Cycle Portfolio Matrix
  - (c) Diamond Theory of National Advantage
  - (d) Competitive Advantage and Core Competence

