

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Course:** Strategic Management

**Internal Assignment Applicable for Jun 2026 Examination**

Assignment Marks: 30

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**Instructions**

- *All Questions carry equal marks*
- *All Questions are compulsory*
- *All answers to be explained in not more than 1000 words for question 1 and 2 and for question 3 in not more than 500 words for each subsection. Use relevant examples, illustrations as far as possible*
- *All answers to be written individually. Discussion and group work is not advisable.*
- *Students are free to refer to any books/reference material/website/internet for attempting their assignments, but are not allowed to copy the matter as it is from the source of reference.*
- *Students should write the assignment in their own words. Copying of assignments from other students is not allowed*
- *Students should follow the following parameter for answering the assignment questions*

<b>For Theoretical Answer</b>	
<b>Assessment Parameter</b>	<b>Weightage</b>
Introduction	20%
Concepts and Application related to the question	60%
Conclusion	20%

<b>For Numerical Answer</b>	
<b>Assessment Parameter</b>	<b>Weightage</b>
Understanding and usage of the formula	20%
Procedure / Steps	60%
Correct Answer & Interpretation	20%

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**PLEASE NOTE:** This assignment is application based, you have to apply what you have learnt in this subject into real life scenario. You will find most of the information through internet search and the remaining from your common sense. None of the answers appear directly in the textbook chapters but are based on the content in the chapter

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**Q1** Nexora Technologies Pvt. Ltd. is a mid-sized Indian technology firm providing cloud-based enterprise software solutions to SMEs through a subscription-driven SaaS business model. Nexora Technologies operates in a highly dynamic technology industry characterized by frequent disruptive innovations, rapid technological shifts, and the continuous entry of agile new competitors. The company's existing strategies have become outdated, and recent attempts at incremental strategic changes have failed to deliver meaningful performance improvements. Senior management now acknowledges the need for a more systematic and analytical approach to strategy formulation and implementation. As a result, the firm is considering adopting the Eight-Step Strategic Decision-Making Process Under the Planning Mode to guide its next strategic cycle.

Given the need to improve strategic decision-making in a rapidly changing industry, explain how Nexora Technologies can apply the Eight-Step Strategic Decision-Making Process Under the Planning Mode to ensure that its strategies are both robust and responsive to environmental shifts.

**(10 Marks)**

**Q2** Ironclad Industries Inc. is a large U.S.-based manufacturing firm producing industrial machinery and components, operating on a scale-driven, asset-intensive business model focused on long-term contracts and operational efficiency. Ironclad Industries has traditionally relied on a Centralized, Top-Down Strategic Planning System, where a dedicated planning staff and annual top management retreats were used to develop formal five-year strategic plans. In recent years, the firm has transitioned toward a Participative Strategic Management Approach, involving managers and employees across functions and hierarchical levels in continuous strategy discussions. While this shift has enhanced employee engagement and idea generation, senior executives are increasingly concerned about potential loss of strategic control, lack of consistency, and dilution of strategic focus. The company is now reassessing whether this participative approach is genuinely improving long-term performance, innovation, and adaptability in a competitive manufacturing environment.

Evaluate the effectiveness of Ironclad Industries Inc.'s transition from a top-down,

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formal strategic planning approach to a participative, organization-wide strategic management process. Critically assess the impact of this shift on long-term performance, innovation, and organizational adaptability. Recommend measures the company can adopt to further enhance its strategic outcomes.

**(10 Marks)**

- Q3 (A)** GloboNest Consumer Brands Inc. is a global FMCG company offering packaged food, personal care, and home-care products through a mass-market, volume-driven business model across developed and emerging markets.

Develop an analytical yet adaptable strategic decision-making process suitable for GloboNest Consumer Brands which operates in a highly unstable global environment marked by regulatory volatility, shifting consumer preferences, and intense competition.

**(5 Marks)**

- Q3 (B)** GloboNest Consumer Brands Inc. is a global FMCG company offering packaged food, personal care, and home-care products through a mass-market, volume-driven business model across developed and emerging markets.

Critically examine how GloboNest Consumer Brands can balance formal strategic planning with decentralized, adaptive decision-making to improve responsiveness and opportunity recognition.

**(5 Marks)**

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