JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -1 EXAMINATION- 2026

B.B.A-VI Semester

COURSE CODE (CREDITS):25BB2HS611 (4) MAX. MARKS: 15

COURSE NAME: Business Policy and Strategy

COURSE INSTRUCTOR:TNS MAX. TIME: 1 Hour

Note: *(a) All questions are compulsory.*

Q.No	Question	CO	Marks
Q1	A firm is facing declining market share due to rapid technological and regulatory changes. Using environmental scanning, forecasting, and competitive intelligence, analyse how the firm can reformulate its strategy.	CO[1]	4
Q2	**Critically evaluate** the role of strategic decision making in the initiation of strategy under conditions of uncertainty.	CO[2]	2
Q3	**Analyse** how environmental scanning helps organizations anticipate opportunities and threats in a turbulent business environment.	CO[2]	2
Q4	**Explain with analysis** how the synthesis of external factors leads to the preparation of the EFAS matrix and supports strategic planning	CO[3]	4
	Orion Consumer Products, a diversified FMCG company with multiple product lines, adopted an AI-driven portfolio analytics system to modernize its use of the BCG Matrix in response to rapidly changing markets and digital disruption. Traditionally, the company relied on manual, periodic data to classify products as Stars, Cash Cows, Question Marks, or Dogs, which often became outdated. By integrating real-time sales data, market share trends, competitor intelligence, social media sentiment, and demand forecasts, the AI system dynamically recalculated market growth and relative market share. This allowed products to be automatically reclassified and supported predictive strategic decisions such as invest, hold, harvest, or divest. As a result, Orion improved resource allocation efficiency, reduced strategic response time, successfully promoted a Question Mark product to a Star, and exited a Dog category before losses escalated. However, the firm also faced challenges such as overdependence on AI outputs, potential data bias, managerial resistance, and the need to balance algorithmic insights with human strategic judgment. Referring to the case given answer the following questions Q1. **Analyse** how AI improved the accuracy of the BCG Matrix at Orion. Q2. **Critically evaluate** the strategic benefits and risks of using AI in portfolio analysis.	CO[2]	3

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