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Total Number of Pages: 02

Course: MBA / MBAP  
Sub\_Code: 18MBA208 / 18PTMBA404

2<sup>nd</sup>/ 4<sup>th</sup> Semester Regular/Back Examination: 2023-24

SUBJECT: CORPORATE STRATEGY

BRANCH(S): BA,BM,FM,FM&HRM,GM,HRM,IB,LSCM,MBA,MBA(A&M),MBA(M&F),MM,RM,MBAP

Time: 3 Hours

Max Marks: 100

Q.Code: P554

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions:**

**(2 x 10)**

- What does Strategic Advantage Profile (SAP) mean?
- What is Hierarchy of Strategy?
- Why should the Strategy determine the organization's Structure and Control?
- What is the purpose of a Vision and Mission statement in an organization?
- What is meant by SWOC analysis?
- Why should we analyze Macro and Micro environments?
- How is "Threat of Substitute" different from "Threat New Entrants" in Porter's 5 Forces model?
- What is meant by Backward Integration?
- What is the advantage of GE 9 Cell matrix over BCG matrix?
- What is the difference between Hard and Soft elements in McKinsey's 7-S framework?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)**

**(6 × 8)**

- Explain different Stake holders involved in the business organizations.
- Explain what all constitute external micro and macro environments in the current E-commerce scenario in India.
- Why is Environmental scanning important for Strategic management process? Explain with examples.
- Explain the purpose of creating SBUs in a corporate organization.
- What are the relevant circumstances under which Diversification strategy may be adopted? Furnish examples to explain.
- Using BCG matrix, present an analysis of any well-known corporate group of India.
- Explain the McKinsey's 7S framework with each hard elements and soft elements in it.

- h) Explain the difference between Transnational strategy and International strategy, with reference to pressure for cost reduction and pressure for local responsiveness.
- i) What is meant by Strategic Alliances? Give some business examples to support your answer.
- j) Explain the purpose of 'Evaluation and Control' stage of Strategic Management Process, with situational examples.
- k) How is the Strategic management process approach useful for a start-up venture? Use hypothetical business unit for explaining.
- l) Explain the impact of organization's Politics-Power and Conflict on the strategic management process.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Do a PESTEL analysis in the context of "Make-In-India" campaign scenario and its recent developments. Try to furnish as much real-life examples. **(16)**
- Q4** Explain the generic building blocks of competitive advantage and furnish industry examples to support the concepts. **(16)**
- Q5** How is Vertical Integration strategy useful for growth and expansion of a business organization. Substantiate with some industry examples to support your answer. **(16)**
- Q6** How is Balance Score Card useful for the strategic management process? Furnish situational examples to explain and relate to an organization of specific industry sector of your choice. **(16)**