



Second Semester MBA Degree Examination, Dec.2025/Jan.2026  
**Corporate Strategy**

Time: 3 hrs.

Max. Marks: 100

- Note:** 1. Answer any **FOUR** full questions from Q.No.1 to Q.No.7.  
 2. Question No. 8 is compulsory.  
 3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Strategic Management and its relevance in today's dynamic business environment is highly essential comment in brief.	03	L2	CO1
	b.	Explain the significance of external environmental factors in strategic management.	07	L3	CO2
	c.	Examine Value Chain Analysis as a strategic tool. Discuss its primary and support activities with appropriate business examples.	10	L4	CO3
Q.2	a.	Define Vision and Mission with an example	03	L2	CO2
	b.	Briefly Discuss the Four approaches for Competitive advantage	07	L3	CO3
	c.	With the help of strategic management Model, briefly explain the steps in the Strategic management model?	10	L4	CO1
Q.3	a.	Describe the internal audit process and it supports managerial decision making	03	L2	CO3
	b.	Assume your firm operates within the telecommunications sector. Identify and analyze the key success factors critical for competitiveness in this industry.	07	L3	CO2
	c.	Critically assess the distinctiveness of Porter's Five Forces Model in crafting business strategy. Support your answer with an industry-specific example.	10	L4	CO2
Q.4	a.	Bring out the relationship between company strategy and Business model	03	L3	CO4
	b.	Explain how important the Strategic planning for strategy execution	07	L3	CO4
	c.	Describe the Strategy implementation process with resources and culture and structure integration	10	L4	CO4
Q.5	a.	What do you mean by Benchmarking?	03	L2	CO4
	b.	Differentiate between integration, intensive, defensive, diversification strategies with suitable examples.	07	L3	CO5
	c.	Explain a commonly used model of strategic implementation. How does it guide managers during execution?	10	L4	CO5
Q.6	a.	What is the importance of creating a strategy-supportive organizational culture.	03	L3	CO5
	b.	Explain the role of organizational structure, processes and culture in facilitating strategy evaluation	07	L4	CO5
	c.	Discuss how restructuring and reengineering can help an organization implement its strategies effectively.	10	L5	CO5

Q.7	a.	Mention any three key characteristics of an effective strategy evaluation system.	03	L3	CO6
	b.	Define contingency planning. How does it support strategic evaluation and control?	07	L5	CO6
	c.	Explain the Balanced Scorecard approach and its relevance in strategy evaluation.	10	L5	CO6

**Compulsory Questions**

Q.8	<p>The Salt to software conglomerate, Tata group's acquisition of the online grocery platform 'Big Basket', indicating its bid to expand in the fast-growing e commerce space in India. Tata's 68% stake in Big Basket for Rs 9500 cr, has put the enterprise value of Big Basket at over Rs 13,500 crore. Big Basket operates in over 55 Indian Cities and competes with Grofers, Flipcart, Amazon India and Reliance Retail. This deal would also lead to both Tata Group and Big Basket cross selling their products on each other's platforms, further penetrate into existing markets, scale up its supply chain and develop new reseller channels.</p> <p>Tata - Big Basket deal has been one of a kind which has provided an exit route for a host of investors of Big Basket including "Jack Ma" controlled 'Alibaba'. Big Basket is all set to increase the number of dark stores supplying BB. Now its quick commerce format, directly competing with "Zepto". Its "Fresho", the Brick and Mortar format of Big Basket is also on an expansion spree. With over 20,000 products from more than 1000 household brands, it centers at almost 10 million customers. With innovation in the digital space happening at a rapid pace, adoption of Artificial Intelligence (AI) in the logistics space to understand demand distribution and routing has made Big Basket optimize its routes and achieve consistency and efficiency with its deliveries. This has further streamlined the process, reduced costs enabled on time deliveries, helped in scaling the business and increased customer experience</p> <p><b>Questions</b></p> <p>a. Identify the challenges faced by Big Basket in the highly competitive Indian Grocery Market.</p> <p>b. Explain why fierce competition in a market is good for customers.</p> <p>c. Explain the future strategies that 'Big Basket' can adopt to sustain its market position in the Indian Online Grocery Market.</p>						
			05	L3	CO3		
			05	L4	CO4		
			10	L4	CO5		

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