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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.–4)
CORPORATE STRATEGY

Subject Code : MBA401-18

M.Code : 77807

Date of Examination : 28-04-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on:

- a) Levels of strategy
- b) Goals and Objectives
- c) Strategic group mapping
- d) Critical Success Factors (CSF)
- e) Corporate restructuring
- f) BCG Matrix
- g) Types of corporate culture.
- h) Balanced Score Card

SECTION – B

UNIT - I

2. *"The Seven-S frame work provides insight into an organization's working and help in formulating plans for improvement".* In the light of the statement, explain McKinsey's framework with the help of a diagram.
3. What are the components of external environment? Discuss various environmental scanning techniques in detail.

UNIT - II

4.
 - a) Explain how porter's five forces analysis is useful in analyzing competition within an industry?
 - b) What are the cores competencies for a successful organization? Suggest the measures to avoid failure and sustain competitive advantage.
5. What are business level strategies? Explain various focused and differentiation strategies with example.

UNIT – III

6. What is Diversification? What are its types? Explain reasons for diversification.
7. Write a detailed note on Product life cycle matrix with suitable examples.

UNIT - IV

8. What is strategic change? Explain the change process proposed by Kurt Lewin that can be useful in implementing strategies.
9. Describe the evaluation and control process of an organization. Also explain its importance. Is evaluation and control process appropriate for an organization that emphasizes creativity? Discuss.

SECTION - C

10. Case Study on Tata Motors Nano to Roll out-

The world's cheapest car, the widely awaited Nano, will be launched on 23-03-2009. Tata Motors will display the Nano at dealership from the first week of April 09 and will accept bookings from the second week of April 09. The launch of Nano whose potential to revolutionize the automobile industry has been widely acknowledged in India and abroad, will be one of the bright spots in a bleak landscape for the global automobile industry. Sales have plunged by double-digit percentages, or worse, in markets across the world from US to China. In India, Nano's entry might lead to growth in the domestic market. The car may also find a niche abroad, as cash-strapped consumers are likely to look for bargains. In 2008, Tata Motors displayed the Nano at the Geneva Motor Show and plans to present the European version at the Show in March, 2009. It plans to sell Nano in Europe at 5000 Euros. Tata Motors will roll out 60000-80000 units of the Nano from another plant in Pantnagar in Uttarakhand till the Sanand unit is geared up to produce 2.5 lakh units a year. Tata Motors has begun aggressively gearing up its distribution network to sell a car, which will primarily focus on semi-urban and rural areas. The base version of the Nano, which will be without an A.C. will be priced at around Rs. One lakh while the A.C. model will carry a higher price tag.

It is learnt that Tata Motors Finance is working on various packages through SBI and HDFC Bank, to offer competitive interest rates. Dealer of Tata Motors said that Company might take full payment for booking. Sona Koyo Steering Systems Executive Chairman said, "Nano is the awaited car, and therefore, its launch is welcomed by the world".

Questions :

- a. Carry out an Environment analysis for Tata Motors.
- b. With the launch of Nano car, will Tata Motors have Sustainable Competitive Advantage (SCA)? Justify your answer.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.