

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

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Course Code

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Second Semester MBA Degree Examinations, August 2026

CORPORATE STRATEGY

Duration: 3 hrs

Max. Marks: 100

Note: 1. Answer any FOUR full questions from Question No. 1 to 7.

2. Question No. 8 is compulsory

3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBT:CO:PO)</u>
1	a. Define the term strategy in strategic management.	03	(1 : 1 : 1)
	b. Explain the stages involved in the strategic management process.	07	(2 : 1 : 1)
	c. "Strategic management gives a competitive edge to businesses." Explain this statement with suitable examples.	10	(2 : 1 : 1)
2.	a. Mention any three components of the McKinsey 7S model.	03	(1 : 2 : 2)
	b. Write a note on Porter's five forces model and explain any three forces with examples.	07	(2 : 2 : 2)
	c. Explain the process and importance of external auditing in the strategic management process.	10	(2 : 2 : 2)
3.	a. What are key internal forces in an organization?	03	(2 : 2 : 2)
	b. Explain the Resource-Based View (RBV) theory. How does it help in identifying competitive advantage?	07	(2 : 3 : 1)
	c. Discuss the internal audit process in detail and explain how it aligns organizational strengths with strategy.	10	(2 : 3 : 1)
4.	a. Define benchmarking.	03	(2 : 4 : 4)
	b. Describe the key internal forces that affect strategic decision-making.	07	(2 : 4 : 4)
	c. Discuss the construction and interpretation of the Internal Factor Evaluation (IFE) Matrix with a suitable example..	10	(2 : 4 : 4)
5	a. Define vision and mission statements.	03	(1 : 5 : 5)
	b. Explain the process of developing vision and mission statements.	07	(2 : 5 : 5)
	c. Explain the types of corporate strategies (integration, intensive, diversification, defensive) with real-world examples.	10	(3 : 5 : 5)
6.	a. What is restructuring in strategy implementation?	03	(1 : 1 : 1)
	b. Discuss the key issues in strategy implementation faced by modern organizations.	07	(2 : 1 : 1)
	c. "Culture is a powerful force in successful strategy implementation." Discuss the strategy-supportive culture with examples.	10	(2 : 4 : 4)

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| 7. | a. | What is meant by strategy evaluation? | 03 | (2 : 2: 2) |
| | b. | Explain the process of evaluating strategies in detail. | 07 | (2 : 4: 4) |
| | c. | Explain the Balanced Scorecard model. How does it help link strategic objectives to performance measurement? | 10 | (2 : 4: 4) |

8. Case Study

Background:

In 2018, TATA Motors Ltd., a major player in India's automotive sector, launched a new strategic vision to become a **sustainable, innovation-driven global company**. The strategy focused on:

- Entering the **Electric Vehicle (EV)** segment,
- Improving **product quality**,
- Enhancing **operational efficiency**, and
- Implementing **ESG (Environmental, Social, Governance)** practices.

By 2023, TATA Motors initiated a **comprehensive strategy evaluation** to assess the effectiveness of its plans and take corrective measures if needed.

Emerging Trends & Issues in Strategic Management

ESG Initiatives:

TATA Motors set clear ESG targets:

- Carbon neutrality by 2040
- 30% EV portfolio by 2026
- Solar installations at production sites
- Published **ESG Reports** aligned with global standards like GRI and TCFD.

Role of Technology:

- Adopted **AI** for predictive maintenance & inventory
- Leveraged **IoT** for connected vehicle experiences
- Integrated **Cloud & Big Data** to manage supply chains and consumer insights
- Developed **Digital Twins** for vehicle simulations

Strategy Evaluation Framework Used:

TATA Motors applied the Balanced Scorecard as the core evaluation tool:

Perspective	Key Indicators Evaluated
◆ Financial	EV revenue growth, ROI, cost savings
◆ Customer	Market share, JD Power ratings, NPS
◆ Internal Process	Plant efficiency, lead times, lean practices
◆ Learning & Innovation	R&D spending, patents, training programs

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| a. | Analyze how strategy evaluation helped TATA Motors identify performance gaps and take corrective actions. | 10 | (3: 3: 4) |
| b. | Explain how ESG initiatives and digital transformation are influencing modern strategic management using TATA Motors as an example. | 10 | (3: 3: 5) |

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