



Second Semester MBA Degree Examination, June/July 2025
Corporate Strategy

Time: 3 hrs.

Max. Marks: 100

- Notes: 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.	Define Strategy Management?	3	L1	CO1
	b.	Discuss the relationship between a Company's Strategy and its Business Model.	7	L2	CO1
	c.	With a diagram, Explain in detail Strategic Management Process.	10	L2	CO1
Q.2	a.	Discuss the Nature of External Audit.	3	L1	CO2
	b.	Explain the types of Key Success Factors.	7	L2	CO2
	c.	Illustrate in detail Porters Five Forces Model.	10	L3	CO2
Q.3	a.	Describe Benchmarking.	3	L1	CO2
	b.	What is SWOT Analysis, why it is important to carry out SWOT Analysis?	7	L2	CO2
	c.	Explain in detail Value Chain Analysis (VCA) of the firm.	10	L3	CO2
Q.4	a.	Define Diversification Strategies.	3	L1	CO3
	b.	Differentiate between Vision and Mission Statement.	7	L4	CO3
	c.	Explain in detail Porter's Generic Strategies.	10	L3	CO3
Q.5	a.	What do you understand by Managing Conflicts?	3	L1	CO3
	b.	Explain the Model of Strategic Implementation.	7	L3	CO3
	c.	Discuss in detail linking performance and pay to strategies.	10	L2	CO3
Q.6	a.	What do you understand by contingency planning?	3	L1	CO4
	b.	Explain Emerging trends and Issues in strategic Management.	7	L4	CO4
	c.	Explain Balance Score Card.	10	L3	CO4
Q.7	a.	What do you understand by Industry Analysis.	3	L1	CO2
	b.	Explain the different levels of Strategies	7	L2	CO3
	c.	Discuss in detail Resource Base Value (RBV) of the Firm.	10	L3	CO2

Case Study (Compulsory)							
Q.8	Strategic Initiatives at Titan Company Limited						
	Titan Company Limited, a part of the Tata Group, started in 1984 as a watch manufacturer. By 2000, Titan was a well-established brand in India's watch segment. However, the company began facing stiff competition from global brands and a shift in consumer preferences towards fashion accessories and smartwatches. Realizing the need for strategic realignment, Titan expanded into jewellery (Tanishq) and eyewear (Titan Eye+), and later ventured into wearable tech with smartwatches. The company adopted a diversification strategy, leveraging its strong brand and retail experience. Tanishq became one of the top jewellery brands in India, contributing significantly to revenues. Titan also embraced digital transformation by integrating data analytics, enhancing customer engagement, and optimizing its supply chain. Sustainability and corporate social responsibility became part of its long-term strategy. This multi-pronged strategy led to a successful turnaround. By 2022, Titan became one of India's most valuable consumer companies with a strong presence in watches, jewellery, and lifestyle products.						
	a.	What were the key strategic challenges faced by Titan?			7	L4	CO4
	b.	Explain Titan's diversification strategy.			7	L4	CO4
c.	How did Titan leverage its brand in implementing the strategy?			6	L4	CO4	
