Roll No.												

PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations – December 2025

Date: 30 – 12- 2025 **Time:** 09:30am – 12:30pm

School: SOM-PG	**Program:** MBA	
Course Code : MBA3052	**Course Name:** Corporate Strategy	
Semester: III	**Max Marks**: 100	**Weightage**: 50%

CO - Levels	CO1	CO2	CO3	CO4	CO5
Marks	06	19	36	39	N/A

Instructions:

(i) Read all questions carefully and answer accordingly.

(ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3 marks. **10Q x 3M=30M**

1.	Identify the three (3) most important questions in developing any Strategic Plan.	**3 Marks**	**L2**	**CO4**
2.	List at least three (3) future trends of Corporate Strategy	**3 Marks**	**L2**	**CO4**
3.	Define Design Thinking, and identify the steps in a Design Thinking Process.	**3 Marks**	**L2**	**CO4**
4.	Recall the risks of Porter's Generic strategies.	**3 Marks**	**L2**	**CO3**
5.	Define a Competitive Intelligence (CI) system.	**3 Marks**	**L2**	**CO3**
6.	Identify five (5) key characteristics of Red Ocean Strategy, with suitable examples.	**3 Marks**	**L2**	**CO2**
7.	Define BEVUCA? Briefly explain its role in shaping strategic choices.	**3 Marks**	**L2**	**CO2**
8.	Identify two primary activities in Value Chain Analysis and explain their significance.	**3 Marks**	**L2**	**CO2**
9.	Differentiate between "A Plan" and "A Strategy" with suitable examples.	**3 Marks**	**L2**	**CO1**
10.	Define corporate strategy and state its importance in strategic management.	**3 Marks**	**L2**	**CO1**

Part B

Answer the Questions. **Total Marks 40M**

11.	**a.**	Discuss the key elements of a Balanced Scorecard and examine how it can be used to align corporate and competitive strategies in a globalized, digital (SMAC) environment.	**10 Marks**	**L3**	**CO4**
		Or			
12.	**a.**	In strategic management, "SMAC" represents a digital advantage. With reference to this context, answer the following questions: **(a)** Explain with examples, how SMAC provides a strategic advantage? **(b)** Describe the advantages of SMAC in digital strategy.	**10 Marks**	**L3**	**CO4**

13.	**a.**	Global industries tend to evolve when one or more firms make a strategic innovation that makes the industry global. With reference to this context, answer the following questions: **(a)** Explain the environmental triggers for organizations to go global. **(b)** Describe the factors affecting the global competition	**10 Marks**	**L3**	**CO4**
		Or			
14.	**a.**	To become a sustainable company, organizations must integrate environmentally friendly practices into their core operations and culture. With reference to this context, answer the following questions: **(a)** Explain at least three (3) common challenges an organization faces in transitioning to sustainability practices. **(b)** Discuss at least three (3) innovative solutions to implement sustainability in organizations.	**10 Marks**	**L3**	**CO3**

15.	**a.**	Michael Porter's five generic strategies is a framework that provides organizations to gain strategic competitive advantage. With reference to the above context, please answer the following questions: **(a)** With the help of a neat sketch, show the five generic strategies. **(b)** By applying this model to analyze the retail industry, demonstrate your understanding, with suitable examples.	**10 Marks**	**L3**	**CO3**
		Or			
16.	**a.**	Porter's five forces is a framework for analyzing the competitive landscape of any industry. With reference to the above context, please answer the following questions: **(a)** With the help of a neat sketch, show the five forces framework. **(b)** By applying this model to analyze the Indian smartphone market, demonstrate how the five forces, impact the profitability of players like Xiaomi, Samsung, and OnePlus.	**10 Marks**	**L3**	**CO3**

17.	**a.**	In the VUCA, sometimes survival becomes a tough challenge. Considering this context, answer the following questions: **(a)** Show how organizations can deal with VUCA environment? **(b)** Illustrate at least four (4) critical success factors to achieve business excellence in the VUCA environment, with suitable examples.	**10 Marks**	**L3**	**CO2**
		Or			
18.	**a.**	The ERRC grid is essential for blue ocean strategy. With reference to the above context, answer the following questions: **(a)** Show the ERRC matrix with the help of a diagram. **(b)** Apply the ERRC matrix to Apple, and justify your responses.	**10 Marks**	**L3**	**CO2**

Part C

Answer all the Questions. Each question carries 15marks **2Q x 15M=30M**

19.	**a.**	TastyBites: A Taste of Italy in India. TastyBites, a renowned Italian fast-food chain, is poised to make its debut in India's bustling food scene, specifically targeting the vibrant city of Bangalore. As a consultant, it is crucial to analyze the Indian fast-food market to identify both opportunities and potential challenges for TastyBites. India's fast-food industry has witnessed exponential growth in recent years, driven by urbanization, rising disposable incomes, and changing consumer preferences. The urban Indian consumer, particularly the young demographic, is increasingly seeking convenient and affordable food options. This presents a significant opportunity for TastyBites to capitalize on the growing demand for international cuisine. However, TastyBites must navigate several challenges to succeed in the Indian market. Firstly, the intense competition from established global and local fast-food chains can pose a significant threat. Secondly, adapting to local tastes and preferences is crucial, as Indian consumers have distinct culinary preferences. Thirdly, logistical challenges, such as sourcing high-quality ingredients and maintaining consistent food quality, can impact the brand's reputation. To mitigate these challenges, TastyBites should consider the following strategies: *Localize the Menu:* Customize the menu to incorporate Indian flavors and preferences, while maintaining the core Italian taste. *Strategic Partnerships:* Collaborate with local suppliers to source high-quality ingredients and ensure timely delivery. *Strong Branding and Marketing:* Invest in effective marketing campaigns to create brand awareness and attract the target audience. *Customer Experience:* Prioritize excellent customer service and a comfortable dining experience. *Hygiene and Safety:* Maintain strict hygiene standards and food safety protocols to build trust with customers.	**15 Marks**	**L4**	**CO3**

		By carefully considering these factors, TastyBites can position itself as a unique and appealing option in the Indian fast-food market. **Questions:** **(1)** How can TastyBites differentiate itself from other fast-food chains in the Indian market? **(2)** What strategies can TastyBites adopt to overcome cultural barriers and cater to Indian tastes? **(3)** How can TastyBites leverage technology to enhance the customer experience and operational efficiency? **(4)** What are the potential challenges and risks associated with entering the Indian market? **(5)** How can TastyBites ensure the sustainability of its operations in India?			

20.	**a.**	Reliance Jio, a subsidiary of Reliance Industries, revolutionized the Indian telecom industry with its disruptive entry in 2016. By employing a cost leadership strategy, Jio offered free voice calls, low-cost data plans, and high-speed 4G services, challenging the established players like Airtel, Vodafone-Idea, and BSNL. Jio's aggressive pricing strategy was underpinned by its massive investments in network infrastructure and spectrum acquisition. By leveraging its parent company's financial resources and technological expertise, Jio was able to build a world-class network at a significantly lower cost. Additionally, Jio's efficient operations and economies of scale allowed it to reduce costs and pass on the benefits to consumers. One of the key factors behind Jio's success was its focus on data-driven services. By offering affordable data plans, Jio encouraged data consumption, which in turn, led to increased revenue from value-added services. Moreover, Jio's partnership with Google enabled it to offer a range of digital services, such as JioTV, JioCinema, and JioMusic, further enhancing its value proposition. Jio's disruptive entry into the Indian telecom market forced its competitors to respond aggressively. Airtel, Vodafone-Idea, and BSNL had to revise their pricing strategies and invest heavily in network upgrades to remain competitive. Jio's success highlights the power of cost leadership in disrupting established markets and capturing significant market share. **Questions:** **(1)** How did Jio's cost leadership strategy disrupt the Indian telecom market? **(2)** What were the key factors that enabled Jio to offer such affordable data plans? **(3)** How did Jio leverage technology to gain a competitive advantage? **(4)** What are the potential challenges that Jio may face in the future? **(5)** How can Jio sustain its growth momentum and maintain its leadership position?	**15 Marks**	**L4**	**CO4**