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**Presidency University**

**Bengaluru**

**School of Management**

**Make-up Examination July 2024**

**Date**: 01 JULY 2024

**Time**: 9:30am – 12:30pm

**Max Marks**: 100

**Weightage**: 50%

**Semester**: III

**Course Code**: MBA3052

**Course Name**: Corporate Strategy

**Department:** SOM

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Do not write any information on the question paper other than roll number.*
3. *Question paper consists of 3 parts.*

**PART A**

**Answer any 10 Questions. Each question carries 3 marks. (10Qx 3M= 30)**

1. Define a) corporate Philanthropy b) Shared value in competitive advantage
2. How do strategic trade-offs, such as choosing between cost leadership and differentiation strategies, impact a company's competitive positioning”. Describe?
3. Describe the process of strategic management. Draw with a chart that shows comprehensively the different Stages in the strategic management Process.
4. Describe the concept of value chain along with its Primary and Support Activities.
5. "Design Thinking process be effectively employed to iterate and refine solutions" List out the Phases involved in DesignThinking Process.
6. Explain the basic framework for competitor analysis along with four diagnostic components?
7. Identify the Mc Porter four strategies to achieve a competitive advantage. Explain
8. Describe the key steps in the formulation of strategy, ensuring alignment with both internal capabilities and external market dynamics?

1. SMAC is the basis for an ecosystem that enables business transition from e-business to digital business.  Describe the four pillars of SMAC with relevant examples.
2. Describe the Mobility barriers, with examples. How mobility barriers affect the structure of an industry?
3. Explain any five Elements of Structural Environment in Emerging Industries.
4. Explain the organizations adapt their vision and mission statements in response to changes in the business environment, and list the considerations are crucial in the revision process?

**PART B**

**Answer any 4 Questions. Each question carries 10 marks. (4Qx 10M= 40)**

1. How can a well-defined vision and mission statement formulation contribute to the effective implementation of strategic decisions within an organization? Provide examples of how industry leaders have successfully applied these principles in their strategic management
2. Apply SWOT and PESTEL analyses to a real-world business scenario, demonstrating how organizations understand their internal and external environments for strategic decision-making.
3. How can corporate strategy serve as a guide for managers in navigating a turbulent business environment? Provide examples of how organizations have successfully adapted their corporate strategies to turbulent conditions.
4. Recall three generic competitive strategies (Cost Leadership, Differentiation, and Focus). Provide brief explanations of each strategy and how they contribute to a company's competitive position in the market.
5. What is SMAC framework and illustrate how a company can gain a digital advantage. Provide examples of how each element of the SMAC framework contributes to a company's digital strategy.
6. Explain the modes of entry in international business, highlighting the advantages and disadvantages of each. How do political and country risks impact the decision-making process for companies entering international markets?

**PART C**

**Answer the following Questions. (2Qx 15M= 30)**

1. Analyze the future directions of design thinking and its potential industry applications. How might organizations leverage design thinking to stay competitive in evolving business landscapes?
2. Evaluate the strategic alternatives available to companies in global industries. How do companies decide which emerging industries to enter, and what factors should be considered when making such strategic decisions on a global scale?