

Roll No.

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 : 19-11-2025

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) SWOT Analysis
- b) Mission and goal
- c) Retrenchment strategies
- d) Restructuring
- e) BCG matrix
- f) Levels of strategy.
- g) Critical Success Factor
- h) 7-S Model

SECTION-B

UNIT-I

2. *“The success of a strategy would depend upon the right environmental analysis”*. Do you agree? Discuss with examples.
3. Discuss the process of strategic management in detail delineating the levels at which the strategy operates.

UNIT-II

4. *“Internal appraisal is absolutely essential to determine the organizational strengths and weaknesses.”* Discuss.
5. Discuss the balanced scorecard approach in measuring the financial and the non-financial health of the organization.

UNIT-III

6. *“Strategic analysis and choice is very important before closing down any unit.”* Do you agree? Explain with the help of BCG Matrix and GE nine cell matrixes.
7. Discuss the business level strategies of differentiation, low cost and focus. What according to you are the risks and benefits of cost leadership?

UNIT-IV

8. What is the role of top leadership in building up organizational culture? Explain with examples of some great leaders and their organizations.
9. What is the significance of strategic control and operational control in determining the success of the strategy?

SECTION-C

10. Case Study :

Nokia was the world's dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global smartphone market and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret: Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company, moving in and out of many different businesses—paper, electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen- nineties, anticipating the rise of cell phones, executives got rid of everything but the telecom business. Even more strikingly, Nokia was hardly a technological laggard—on the contrary, it came up with its first smartphone back in 1996 and built a prototype of a touch-screen, Internet-enabled phone at the end of the nineties. Nokia was acclaimed for its marketing and was seen as the company that had best figured out how to turn mobile phones into fashion accessories. The car once touted as the world's cheapest, Tata Nano, seems to be running into a dead end as sales and production is down to a trickle. The poor demand has resulted in Tata Motors dealerships not placing new orders for the car in the last three to four months. Launched in 2009 to much fanfare, Tata Motors sold 30,350 units of Nano in FY 10, as per Society of Indian Automobile Manufacturers (SIAM) data. Interestingly, the sales more than doubled in FY 11 to 70,432 units, but quickly reached a plateau in the following year (FY 12) with only 74,521 units sold. Tata Nano, touted as the World's Cheapest Car and Ratan Tata's dream venture, has probably seen the end of its lifecycle. The company has plans to bring production to a complete halt following minuscule sales.

There was zero production reported during the month of January 2019. Similarly in terms of sales, there were no sales of the Nano in domestic markets in January 2019 while in January 2018, sales stood at 62 units. It was also in terms of exports that the company failed to ship a single unit of the Tata Nano in January 2019.

Question :

Do a strategic analysis of where Tata Motors went wrong with Nano?

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.