

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY-GURAJADA  
VIZINAGARAM**

**MBA III Semester Regular/Supplementary Examinations, November -2025  
Strategic Management (Common to all Specializations)**

Time: 3 Hours

Max. Marks: 75

*Answer any FIVE Questions, One from Each Unit  
Question No.11 is Compulsory*

**UNIT-I**

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|----|---|--|----|
| 1. | a | Define Strategic Management. Explain its nature and scope.   | 6M |
|    | b | Explain the steps involved in crafting a corporate strategy. | 6M |

**OR**

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|----|---|--|----|
| 2. | a | Describe the hierarchy of strategic intent – Vision, Mission, Goals, and Objectives. | 6M |
|    | b | Analyze the role of strategic management in a competitive business environment.      | 6M |

**UNIT-II**

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|----|---|--|----|
| 3. | a | Discuss the internal and external environmental factors affecting strategic decisions. | 6M |
|    | b | Explain how SWOT analysis helps in formulating business strategies.                    | 6M |

**OR**

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|----|---|---|----|
| 4. | a | What is the BCG Matrix and its significance in portfolio management?  | 6M |
|    | b | Explain Porter's Five Forces Model and its role in industry analysis. | 6M |

**UNIT-III**

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|----|---|---|----|
| 5. | a | Define strategy formulation and explain its significance in strategic management. | 6M |
|    | b | Describe various types of strategies followed at the corporate level.             | 6M |

**OR**

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|----|---|--|----|
| 6. | a | Analyze the role of mergers and acquisitions as corporate strategies.  | 6M |
|    | b | Examine the importance of strategic choice in the formulation process. | 6M |

**UNIT-IV**

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|----|---|---|----|
| 7. | a | Discuss the steps involved in strategy implementation.                | 6M |
|    | b | Explain the role of leadership in successful strategy implementation. | 6M |

**OR**

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|----|---|---|----|
| 8. | a | Enumerate the barriers to effective strategy implementation.      | 6M |
|    | b | Describe how organizational values influence strategic execution. | 6M |

**UNIT-V**

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|----|---|--|----|
| 9. | a | Define strategy evaluation and explain its role in the strategic management process. | 6M |
|    | b | What are the various steps involved in the strategy evaluation process?              | 6M |

**OR**

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|-----|---|--|----|
| 10. | a | List out the key performance indicators (KPIs) used in strategy evaluation.          | 6M |
|     | b | Evaluate the tools and techniques for strategic control and performance improvement. | 6M |

**CASE STUDY**

- |    |   |     |
|----|---|-----|
| 11 | <b>Environmental Scanning and Competitive Strategy at Tata Motors</b> | 15M |
|----|---|-----|

Tata Motors Limited, a flagship company of the Tata Group, is one of India's largest automobile manufacturers with a presence in both domestic and international markets. The company produces a wide range of vehicles including passenger cars, trucks, buses, and electric vehicles. In recent years, Tata Motors has faced growing competition from both domestic players such as Mahindra & Mahindra and global automobile giants like Hyundai, Toyota, and Suzuki. To sustain its competitive position, Tata Motors adopted

systematic environmental scanning to analyze internal capabilities and external industry forces. Through a comprehensive SWOT analysis, the company identified its strengths, such as brand reputation, product diversity, and innovation in electric vehicle technology. However, it also recognized weaknesses, including high production costs and quality perception gaps compared to global competitors. Opportunities were found in the rising demand for electric mobility and government incentives for green vehicles, while threats included aggressive global competition and fluctuating input prices.

Using Porter's Five Forces model, Tata Motors evaluated the structure of the automobile industry. The threat of new entrants was moderate due to high investment requirements, while the bargaining power of buyers was high because of many available brands. Competitive rivalry was intense as companies constantly introduced new models with advanced features. To address these challenges, Tata Motors launched strategic initiatives such as introducing the Tata Nexon EV—India's first electric SUV—investing in R&D, optimizing its supply chain, and expanding its digital marketing channels. These strategies not only strengthened its market presence but also positioned Tata Motors as a leading player in India's electric vehicle sector. Through effective environmental scanning and competitive analysis, the company aligned its strategies with changing market dynamics and emerging consumer preferences, thereby enhancing its long-term sustainability and profitability.

### **Discussion Questions**

1. How did Tata Motors use environmental scanning to identify its strategic opportunities and threats?
2. What insights from Porter's Five Forces analysis influenced Tata Motors' competitive strategy?
3. What future strategies should Tata Motors adopt to maintain leadership in the electric vehicle segment?