



QP CODE: 26802212



Reg No :

Name :

MBA DEGREE EXAMINATION, MAY 2026
Fourth Semester
MASTER OF BUSINESS ADMINISTRATION
CORE - 24MB04CC19 - STRATEGIC MANAGEMENT
2024 ADMISSION ONWARDS
CC52C9EB

Time: 3 Hours

Maximum Marks: 60

Part A

*Answer any **five** questions. Each question carries **2** marks.*

1. List any two characteristics of strategic management.
2. What are Key Performance Indicators (KPI)?
3. What is industry analysis?
4. State one example each for Cost Leadership and Differentiation strategy.
5. What is organisational culture?
6. Identify any two real-life examples of companies that have successfully implemented a Blue Ocean Strategy.
7. What is a Freemium business model? Provide one suitable example.

(5×2 = 10 Marks)

Part B

*Answer any **five** questions. Each question carries **6** marks.*

8. Analyze the characteristics of a good mission statement and evaluate its impact on organizational performance.
9. How does Value Chain Analysis help in identifying competitive advantage?
10. Examine how business portfolio analysis supports strategic analysis and choice in multi-business firms.
11. Explain the various growth strategies pursued by firms to improve their revenues and profits.
12. A firm is experiencing a decline in market share along with financial losses. Examine the appropriate corporate-level strategies it can implement and provide justification for your recommendations.





13. An organization seeking to align performance metrics with its long-term strategy is considering a comprehensive evaluation framework. Critically examine the Balanced Scorecard approach as a tool for strategic performance measurement and assess its effectiveness in translating strategy into measurable outcomes.
14. Discuss the ways in which organizations can incorporate social and environmental sustainability into their corporate strategy, and analyze how such integration supports long-term strategic success?

(5×6 = 30 Marks)

Part C

Answer any **two** questions. Each question carries **10** marks.

Question number 17 is compulsory .

15. Before entering a new overseas market, a firm must carefully examine the broader environmental conditions that may impact its operations. Critically analyze macro-environmental factors using the PESTLE framework and explain how this analysis can enhance strategic decision-making.
16. Analyze the major components of a business model and explain how their integration enables a firm to create, deliver, and capture value for customers.

Compulsory Question

17. Cola Wars: Strategic Response to Campa's Comeback India's carbonated soft drink market, valued at over ₹67,000 crore, has historically been dominated by two global giants—Coca-Cola and PepsiCo. Coca-Cola leads with a portfolio including Thums Up, Sprite, and Fanta, operating largely through a broad differentiation and strong brand equity strategy. However, the competitive landscape has shifted. In 2022, Reliance Retail relaunched Campa Cola, a legacy Indian brand, with aggressive pricing and deep distribution reach through Reliance's retail ecosystem. Positioned as an affordable alternative in a highly price-sensitive market - where nearly 70% of sales occur at ₹20 or below - Campa quickly increased its market share, eroding the dominance of Coke and Pepsi. Unlike previous local challengers, Campa is backed by the financial muscle, retail presence, and supply chain integration of Reliance. Its strategy appears to combine cost leadership (low pricing), market penetration, and vertical integration through retail control. Coca-Cola's leadership now faces a strategic crossroads. Should it defend its position through business-level strategies such as cost leadership (price matching), differentiation (premium branding), or focus (targeting specific segments)? Or should it adopt corporate-level strategies such as strategic alliances, acquisition, diversification, or retrenchment in select segments? The core question is no longer about brand rivalry alone - but about choosing the right level and type of strategy to respond to a structurally stronger competitor. Questions: (i) What business-level strategy should Coca-Cola adopt to counter





Campa - cost leadership, differentiation, or focus? Justify. (ii) Should Coca-Cola consider a corporate-level strategy such as acquisition, alliance, or diversification? Explain.

(2×10 = 20 Marks)

