ASSIGNMENT

Course Code	**:**	**MMPC-012**
Course Title	**:**	**Strategic Management**
Assignment Code	**:**	**MMPC-012/TMA/JAN/2026**
Coverage	**:**	**All Blocks**

Note: Attempt all the questions and submit this assignment to the coordinator of your study centre. Last date of submission for January 2026 session is 30th April, 2026 and for July 2026 session is 31st October, 2026.

1. Describe the major levels of strategy giving examples.

2. Why is environmental scanning important for strategy formulation? Explain with illustrations.

3. Assume that an organization faces fierce competition in the industry it is operating. Suggest any two competitive strategies which it can adopt to overcome these challenges.

4. What do you understand by a strategic plan? Propose a plan for a start-up venturing into a competitive market.

5. Discuss the impact of innovation strategy on long-term competitiveness.

1. Describe the major levels of strategy giving examples.

Answer

Strategy gives an organization a broad direction for achieving its long-term purpose. In a small business, one person may take most strategic decisions, but a large organization usually needs decisions at different levels. These levels keep the whole organization moving in the same direction while allowing each business and department to deal with its own problems. The three major levels are corporate-level strategy, business-level strategy and functional-level strategy. They are different in scope, but they are closely connected.

Corporate-level strategy

Corporate-level strategy is the highest level of strategy. It is mainly concerned with the organization as a whole and with the question, "What businesses should we be in, and how should the total portfolio be managed?" It is usually framed by the board of directors and top management. Decisions at this level involve the overall mission, growth direction, allocation of major resources, entry into new industries, mergers and acquisitions, diversification, strategic alliances, restructuring and withdrawal from unattractive businesses.

For example, a diversified group may decide to invest more in renewable energy and digital services while reducing its presence in a business that has weak future prospects. This is not a decision about the price of one product or one advertising campaign. It changes the future shape of the entire group. Tata Group provides an easy real-world illustration of the corporate level because the group has businesses in automobiles, information technology, steel, hotels and other fields. Decisions about entering, expanding, combining or exiting such fields belong mainly to the corporate level.

Corporate strategy also decides how the parent organization can create value across different businesses. It may transfer technology, share distribution networks, use a common brand, develop common talent systems or provide financial support to promising units. A sound corporate strategy therefore avoids treating each business as completely separate. At the same time, it must prevent one weak business from continuously consuming resources that could earn better returns elsewhere.

Another corporate-level responsibility is deciding the broad posture of the organization. Management may pursue growth, maintain a stable position for a period, restructure activities or combine these approaches across different businesses. It also has to decide how much risk the total organization can accept and which businesses deserve priority for capital. These choices are long-term