

Code No: MB1931/R19

MBA III Semester Regular/Supplementary Examinations, December/January -2024

STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 75

*Answer Any FIVE Questions, one from each unit
Question No. 11 is Compulsory*

UNIT-I

1. a) Define strategic management and give its scope. 6M
b) Describe the value of strategic management. 6M

(OR)

2. a) Explain the characteristics of strategic management decisions at different levels. 6M
b) Describe the strategic planning process cycle. 6M

UNIT-II

3. a) What are the factors that influence economic environment in India? 6M
b) Write a brief note on the SWOT analysis. 6M

(OR)

4. a) What are the factors affecting the technological environment of a business? 6M
b) Choose a specific industry and evaluate the impact of five forces that drive competition in that industry. 6M

UNIT-III

5. a) What are the benefits of using a competitive analysis framework? 6M
b) Which strategic framework is used for analyzing the market competition? 6M

(OR)

6. a) What are the major competitive advantages? 6M
b) What are the sources of sustainable competitive advantage? 6M

UNIT-IV

7. a) How do functional strategies differ from corporate and business strategies? 6M
b) What are the advantages and disadvantages of functional organizational structure? 6M

(OR)

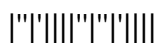
8. a) Why is leadership an important element in strategy implementation? 6M
b) What comes first culture or strategy? Elaborate your answer. 6M

UNIT-V

9. a) What are the four principles of strategic evaluation and control? 6M
b) Distinguish strategic control from operating control. Give an example of each. 6M

(OR)

10. a) Write a note on qualitative and quantitative benchmarking to evaluate performance. 6M
b) Write a brief note on the strategic surveillance and strategic audit. 6M



11. **CASE STUDY**

15M

Bharti Airtel Ltd being in the forefront in offering 2G and 3G telecom services in India and by enhancing its market share became the largest mobile service operator in India. However, with the intensifying competition and resulting decline in the Average Revenue User Per User (ARPU), the company was looking for opportunities to consolidate its leadership position. Later, Airtel won spectrum for Broadband Wireless Access (BWA) through an auction for four telecom circles, but it could not win in two important circles of Mumbai and Delhi. Later it bought a 49% stake in Wireless Business Services Pvt Ltd. To gain access to wireless broadband spectrum in Delhi and Mumbai. Reliance Industries Limited (RIL) the largest private company in India has forayed into the Indian telecom industry. Later in the division of family businesses, RIL signed a non-compete agreement with ADAG. As per the pact, RIL could not enter the telecommunications. The two parties scraped the agreement paving way for RIL to enter into the telecom sector. RIL bought a 95% stake in info Tel Broadband Services (Info Tel) which won spectrum in all the circles. RIL renamed Info Tel as Reliance Jio Infocom and also started the work on rolling out 4G services in many states of the country. Subsequent to its acquisitions, Airtel became the first company to launch 4G services in India. RIL's Reliance Infocom followed hard on the heels of Airtel spicing up the competition between the two giants.

Questions:

- i. Discuss the relevant strategies to be followed by the leader, Airtel and its Challenger RIL.
- ii. Deliberate the entry strategies of RIL.

