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MBA IV Semester & Supplementary Examinations November/December 2017

STRATEGIC MANAGEMENT

(For students admitted in 2014 & 2015 only)

Time: 3 hours Max. Marks: 60

All questions carry equal marks

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SECTION – A

Answer the following: (05 X 10 = 50 Marks)

1 Explain how the strategic management process can be applied to an organization.

OR

2 How to craft and develop a strategy for competitive advantage in business world?

3 How SWOT analysis is carried out by an organization in business environment?

OR

4 Write about Porter's five forces model and how it is applicable as a strategic management tool in an organization.

5 Explain the information needed for proper formulation of strategy at corporate, business and functional levels.

OR

6 Elaborate the four generic strategies that strategic business units use.

7 Critically evaluate the tailoring strategy to fit specific industry and company situations.

OR

8 Explain the importance of resource allocation as a vital part of strategy.

9 What are the salient techniques of strategic evaluation and control?

OR

10 Compare the strategy and corporate evaluation and feedback in the Indian and international context.

SECTION – B

(Compulsory Question) 01 X 10 = 10 Marks

11 **Case study:**

Airtel will take over Telenor India's spectrum, licenses and operations, including its employees and a customer base of 44 million

With 7 circles of Andhra Pradesh, Bihar, Maharashtra, Gujarat, Uttar Pradesh (East and West) and Assam with employees of approx 800, a famous Norwegian Telecom operator Telenor would be bought by Bharati Airtel. Less than a month after Vodafone confirmed it was in talks with idea cellular for a possible merger in India which could create the country's largest mobile operator, Indian based Airtel has come up with this sparkling news.

This deal will help India's largest telecom services provider to widen its lead over Mukesh Ambani-led Reliance Jio, which has already notched up 100 million users. Were Vodafone and idea to successfully conclude a merger, the combined entity would have almost 400 million users.

Contd. in page 2

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"Bharti Airtel has entered into a definitive agreement with Telenor South Asia Investments Pvt. Ltd. to acquire Telenor India", Bharti said in a statement. "It will also enable Airtel to further bolster its strong spectrum footprint in these seven circles, with the addition of 43.4 MHz spectrum in the 1800 MHz band" it said.

Through the companies didn't disclose the deal size, a Deutsche Bank Market Research report pegged the value of the transaction at about $ 300 million or more than ₹2,000 crore. Bharti Airtel shares gained 1.4% on the BSE to close at ₹366.05 on 23rd Feb 2017.

Questions:

(a) If you were a 'strategic manager' of Reliance Jio, how could you take this takeover policy of Airtel?

(b) Analyze the role of 'corporate strategist' in formulation of the takeover deal of Airtel over Telenor.

(c) Contrast the confirmed Vodafone and idea cellular possible merging with the outcome (affects) of Airtel takeover of Telenor.

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