

**BONAM VENKATA CHALAMAYYA INSTITUTE OF TECHNOLOGY &
SCIENCE(AUTONOMOUS)**

II-MBA I -Semester Model Paper (BR23), OCT - 2024

STRATEGIC MANAGEMENT (MBA)

Time: 3 hours

Max. Marks: 70

PART - A Answer ONE Question from each UNIT (5 x 12 = 60 Marks)

All Questions Carry Equal Marks

PART - B Compulsory (1 x 10 = 10 Marks)

PART -A

UNIT-I		Marks	CO	BL
1.a	Define strategic management Also discuss the strategic management proces	6M	C211.1	L1
1.b	Discuss in detail about strategic intent and hierarchy of strategic intent	6M	C211.1	L2
2.a.	Explain the steps involved in developing a strategic vision and mission statements	6M	C211.1	L3
2.b.	Describe in detail about the factors that shape a company's strategy	6M	C211.1	L2

UNIT-II		Marks	CO	BL
3.a)	What are the different methods of environmental scanning	6M	C211.2	L1
b)	Write a brief notr on the SWOT analysis	6M	C211.2	L1
4.a)	Explain the porter's five forces model	6M	C211.2	L3
b)	Draw the BCG matrix and explain it.	6M	C211.2	L1

UNIT-III		Marks	CO	BL
5.a)	Discuss the steps in strategy formulation	6M	C211.3	L2
b)	Explain the strategy framework for analysing competition	6M	C211.3	L3
6.a)	what are the benefits of using a competitive analysis framework	6M	C211.3	L1
b)	Explain porter's value chain analysis	6M	C211.3	L2

UNIT-IV		Marks	CO	BL
7.a)	Explain the inter linkages between strategy ,culture and leadership	6M	C211.4	L3
b)	Discuss the issues in implementing a strategy	6M	C211.4	L2
8.a)	Why is leadership an important element in strategy implementation	6M	C211.4	L1
b)	Discuss the importance of resource allocation	6M	C211.4	L2

UNIT-V		Marks	CO	BL
9.a)	illustrate strategic evaluation process model	6M	C211.5	L3
b)	Discuss the techniques of measuring performance of a strategy	6M	C211.5	L2
10.a)	State the types of strategic controls?discuss the problems in measuring performance of a strategy	6M	C211.6	L1

b)	Explain the need and importance of strategic audit	6M	C211.6	L3
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PART – B

CASE STUDY		Marks	CO	BL
11	<p>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.</p> <p>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 scrapped 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.</p> <p>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.</p>	10M	C211.5	L4
	Questions:			
a	. Discuss the relevant strategies to be followed by the leader, Airtel, and its challenger RIL.			
b	Deliberate the entry strategies of RIL.			