

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR  
(AUTONOMOUS)**

**MBA II Year II Semester Regular & Supplementary Examinations August-2023  
STRATEGIC MANAGEMENT**

**Time: 3 Hours****Max. Marks: 60****SECTION – A**

(Answer all Five Units 5 x 10 = 50 Marks)

**UNIT-I**

- 1 a Discuss the nature and significance of strategic management. CO1 L2 5M  
b Elaborate the basic elements of strategic management process. CO1 L4 5M

**OR**

- 2 a Why vision and mission statements are important in strategic management? CO1 L2 5M  
b Explain how the strategic management process can be applied to an organization. CO1 L3 5M

**UNIT-II**

- 3 a Strategic analysis and choice is very important before closing down any unit. Do you agree? CO2 L4 5M  
b Critically examine the efficiency of BCG matrix as a tool of strategy management. CO2 L4 5M

**OR**

- 4 a Discuss in detail GE nine cell matrixes with the help of a suitable example from the industry. CO2 L2 5M  
b Explain how value chain analysis could help in organizational analysis. CO2 L4 5M

**UNIT-III**

- 5 a Explain in detail the corporate strategy in terms of directional strategies such as Growth, Stability and Retrenchment strategies. CO3 L4 5M  
b How do you formulate a strategy at Business level? Explain it with an example. CO3 L3 5M

**OR**

- 6 a Explain the information needed for proper formulation of strategy at corporate, business levels. CO3 L3 5M  
b Illustrate some examples of retrenchment strategy? CO3 L3 5M

**UNIT-IV**

- 7 a Differentiate Horizontal Integration and Vertical Integration. CO4 L2 5M  
b What is strategic leadership? Explain the role of leader in strategic implementation. CO4 L3 5M

**OR**

- 8 a Discuss strategy implementation process and why it is important. CO4 L3 5M  
b Illustrate and explain the organizational structure of a multiproduct company. Give suitable examples. CO4 L4 5M

**UNIT-V**

- 9 a Define strategic audit. What are the types of strategic audit? CO6 L2 5M  
b Strategists and their role in strategic management-Discuss. CO6 L2 5M

**OR**

- 10 a What is the significance of strategic control and operational control in determining the success of the strategy? CO6 L2 5M  
b What is Benchmarking? Explain briefly the elements of involved in benchmarking process. CO6 L3 5M

**SECTION – B**  
**(Compulsory Question)**

11

1 x 10 = 10 Marks

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. "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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