

SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)
MBA II Year II Semester Regular & Supplementary Examinations May/June-2025
STRATEGIC MANAGEMENT

Time: 3 Hours**Max. Marks: 60****SECTION – A**(Answer all Five Units **5 x 10 = 50 Marks**)**UNIT-I**

- 1 The success of a strategy would depend upon the right environmental analysis. **CO1 L3 10M**
 Do you agree? Discuss with examples.

OR

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

UNIT-II

- 3 Strategic analysis and choice is very important before closing down any unit. Do you agree? Explain with the help of BCG Matrix and GE nine cell matrixes. **CO2 L4 10M**

OR

- 4 Explain the VRIO Framework with a real-life example. **CO2 L3 10M**

UNIT-III

- 5 a How do you formulate a strategy at Business level? Explain it with an example. **CO3 L3 5M**
 b Explain about corporate level strategy. **CO3 L3 5M**

OR

- 6 a Business units have a choice of three generic strategies. Explain the three generic strategies. **CO3 L3 5M**
 b Discuss briefly about Growth strategy. **CO3 L3 5M**

UNIT-IV

- 7 a Differentiate Horizontal Integration and Vertical Integration. **CO4 L2 5M**
 b Briefly explain the various types of Vertical Integration with examples. **CO4 L3 5M**

OR

- 8 What is strategic leadership? Explain the role of a leader in strategy implementation. **CO4 L3 10M**
- 9 Discuss about the various strategic control techniques adopted by the business organization. **CO5 L4 10M**

OR

- 10 What is a Strategic Information System? In what ways does it help the management to make informed decisions? CO5 L3 10M

SECTION – B
(Compulsory Question)

11 **CASE STUDY**

1 x 10 = 10 Marks

Airtel will take over Telenor India's spectrum, licenses and operations, including its employees and 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 Bharti 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, India based Airtel has come up with this sparkling news. This deal will help India's largest telecom service provider to widen its lead over Mukesh Ambani-led Reliance Jio, which has already notched up 10 million users, where 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. Though 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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