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14MBA25

Second Semester MBA Degree Examination, June/July 2015
Strategic Management

Time: 3 hrs.

Max. Marks:100

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Define Strategic Management. (03 Marks)
- 2 Differentiate between strategy and tactics. (03 Marks)
- 3 What is Bench marking? (03 Marks)
- 4 What is PEST analysis? (03 Marks)
- 5 Define Value chain. (03 Marks)
- 6 Strategic management art or science? Discuss. (03 Marks)
- 7 What are different types of retrenchment strategy? (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Explain concept of value chain. (07 Marks)
- 2 Explain generic strategies adopted at business level. (07 Marks)
- 3 Explain GE – 9 cell matrix. (07 Marks)
- 4 What are different characteristics of strategic management? (07 Marks)
- 5 What are the three levels of strategy? Explain. (07 Marks)
- 6 Explain the dimensions of general environmental assessment. (07 Marks)
- 7 What is strategic group mapping? What benefits can be derived from such maps? (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Why strategic management is ongoing process and not a start – stop event? (10 Marks)
- 2 Explain porter's five force model. How can it be assessed whether the collective strength of the five competitive forces promotes profitability? (10 Marks)
- 3 Bance Score Card (BSC) is an approach to measure company's performance. Explain. (10 Marks)
- 4 Discuss steps involved in strategy implementation process. (10 Marks)

- 5 Explain BCG matrix and central idea behind it. (10 Marks)
- 6 Explain salient features of VISION and MISSION statement. (10 Marks)
- 7 Explain the steps involved in designing effective control systems. (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

Read the following case and answer the questions :

Delhi Doordarshan (DD) is the India's premier public service provider with more than 1000 transmitters covering 90% of the country's population across an estimated 70 million homes. It has more than 20,000 employees managing its metro and regional channels. Recent years have seen growing competition from many private channels numbering more than 65 and the cable and satellite (C & S) operators. The C & S network reaches nearly 30 million homes and is growing at a very fast rate.

DD's business model is based on selling half hour slots of commercial time to programme producers and charging them a minimum guarantee. For instance, the present tariff for the first 20 episodes of a programme Rs 30 lacs plus the cost of production of the programme. In exchange the producers get 780 seconds of commercial time that he can sell to advertisers and can guarantee revenue. Breakeven point for producers, at the present rates, thus is Rs 75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is Rs 65 lakhs for which producers has to charge Rs 1,15,000 for a 10 second spot in order to break – even. It is at this point the advertisers face a problem – the competitive rate for 10 second spot is Rs 50,000. The producers are possessive about buying commercial time on DD. As a result the DD's projected growth of revenue is only 6% - 10% as against 50 – 60% for private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy. DD has options before it, first it should privatise, second it should remain purely public service broadcaster and third, a middle path.

The challenge seems to be exploit DD's immense potential and emerge as a formidable player in mass media.

Questions :

- a) What is the best option, in your view for DD? (05 Marks)
- b) Analyse strength and weakness of DD. (05 Marks)
- c) Identify opportunity and threats for DD. (05 Marks)
- d) Why do you think proposed alternative is the best? (05 Marks)
