

SEE QUESTION PAPER

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Global Academy of Technology (Autonomous institution, Affiliated to VTU)			
Master of Business Administration			Semester End Examination
Course	Strategic Management	Course Code	20MBAC16
Time: 3 hr.	Note: 1. Answer any 4 full questions from Q. No. 1 to Q. No. 7. 2. Q. No. 8 is compulsory		Max. Marks: 100

Q. No.		Questions	Marks
1	a	Sketch the importance of Strategy with suitable examples.	5
	b	Demonstrate the Turnaround strategy with relevant example.	5
	c	Reflect on Balanced Scorecard as strategic planning tool.	10
2.	a	Defend the advantages of Joint Venturing.	5
	b	Develop a balanced Scorecard for a local fast-food restaurant	5
	c	Demonstrate how Mumbai Tiffin Box Supplier's Association is managed strategically.	10
3.	a	In order of importance in your opinion, prioritize the advantages of Matrix organizational Structure.	5
	b	Support why Companies should do SWOT analysis.	5
	c	Reflect on Porter's Five Force Model with reference to Indian Two-Wheeler Industry.	10
4	a	Organize McKensy' s 7 S Framework.	4
	b	Examine the pros and cons of a firm merging with rival firm?	6
	c	Illustrate how value chain activities can become core competencies and eventually distinctive. Give an example for an Organisation you are familiar with.	10
5	a	Judge whether outsourcing strategy in Government run Public Transportation service is good or bad decision to provide quality service.	5

	b	Sketch the generic strategies adopted at Business level.	5
	c	Discuss the strategically relevant components of external environment.	10
	a	Interpret Vision and Mission.	5
6	b	Differentiate between Short term objectives and long-term objectives.	5
	c	Support GE's 9 Cell Matrix.	10
7	a	Interpret the relevance of PEST Analysis for strategic planning.	5
	b	Demonstrate the hierarchy of Strategic Intent.	5
	c	Execute the BCG Matrix for resource allocation.	10
Part B – Compulsory Question			
8.		Case Study DD is the India's premier public service broadcaster with more than 1,000 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 operators (C & S). 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 the programme producers and charging them a minimum guarantee. For instance, the present tariff for the first 20 episodes of a programme is Rs. 30 lakhs 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 generate revenue. Break-even 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 the producer must charge Rs. 1,15,000 for a 10 second spot to break-even. It is at this point the advertisers face a problem – the competitive rates for a 10 second spot is Rs. 50,000. 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 the private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy. DD has three options before it. First, it should privatize, second, it should remain purely public service broadcaster and third, a middle path. The challenge seems to be to exploit DD's immense potential and emerge as a formidable player in the mass media.	
	a	Sketch the SWOT factors the DD has.	10
	b	Validate the proposed alternative.	10