



JP – 694

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022 – 23 & Onwards) (Freshers)

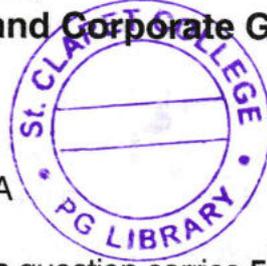
MANAGEMENT

Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours

Max. Marks : 70

SECTION – A



Answer **any five** questions from the following. **Each** question carries 5 marks. (5×5=25)

1. What is Strategic analysis ? And explain its importance.
2. What is a Balanced Scorecard ? Explain with suitable examples.
3. Write a note on Value Chain Analysis.
4. What is Competitive Advantage ? How can an organization achieve sustainable competitive advantage ?
5. Briefly explain Michel Porter's Five forces Model with a diagram.
6. Briefly discuss various Growth Strategies with suitable examples.
7. Briefly explain Corporate Governance issues in India.

SECTION – B

Answer **any three** questions from the following. **Each** question carries 10 marks.

(3×10=30)

8. Define Strategic Management and explain the various steps involved in the Strategic Management Process.
9. Explain the various types of Corporate level strategies with examples.
10. What is Organizational Structure ? Explain various types of organizations structures.
11. Define Corporate Governance and explain various factors influencing Corporate Governance.

P.T.O.



SECTION – C

12. **Compulsory** Case Study.

(1×15=15)

Analyse the case and answer the questions.

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 Service 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. 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 scraped the agreement paving way for RIL to enter into the telecom sector. RIL bought a 95% stake in Infotel Broadband Services (Infotel) which won spectrum in all the circle. RIL renamed Infotel as Reliance Jiointfocomm and also started the work on rolling out 4G services in many states of the country.

Subsequent to its acquisitions, Airtel become the first company to launch 4G service in India. RIL's Reliance Jiointfocomm followed hard on the heels of Airtel spicing up the competition between two giants.

Questions :

- 1) Enumerate the relevant strategies to be followed by Airtel and the challenges it faces.
 - 2) Draft a SWOT analysis of Bharathi Airtel Ltd. and suggest strategies that can be adopted to achieve competitive advantages over its rivals in the relevant industry.
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