

**M.B.A. Semester—IV Examination**  
**STRATEGIC MANAGEMENT**  
**Paper—MBA/401**

Time : Three Hours]

[Maximum Marks : 70

- Note :—** (1) All questions are compulsory.  
(2) Figures to the right indicate marks.

**SECTION—A**

1. (A) Explain the concept of strategic management. Describe the strategic management process in detail. 14

**OR**

- (B) Discuss the historical evolution of strategic management and business policy in India. Also explain the different levels at which strategy operates. 14

**SECTION—B**

2. (A) Explain the factors of different general environment that influence the strategic decision-making. 7
- (B) The Indian telecom market was witnessing a fierce price war especially from the aggressive entry of a new player Reliance Jio. To react to the increasing intense competition and maintain top positions, the second and third largest telecom operator like Vodafone India and Idea Cellular Ltd. decided to merge together. The combined entity would become the largest wireless carrier in India. How can Vodafone-Idea jointly gain the competitive strategy against Reliance Jio & other telecom company in India. 7

**OR**

- (C) Discuss the parameters of internal corporate analysis. 7
- (D) Considering any organisation of your own choice, prepare a Typical SWOT analysis four-cell matrix and generate ideas about the SWOT factors. 7
3. (A) What are the four strategic alternatives ? Briefly explain it. 7
- (B) Doordarshan is facing a multiple problems which found their roots in the mismanagement of affairs. Most of the private producers, advertisers and audience are going far from DD. Only FMCG companies stuck to DD because of its terrestrial network to reach the rural and semi-urban audience. Suggest the suitable turn-around strategy to DD to face the competition from private satellite channels. 7

**OR**

- (C) Discuss in detail the Mergers and Acquisitions as a corporate strategy. 7
- (D) Quikr is known as pioneer in the online horizontal cross classified business in India. It expanded its businesses to provide better services to its users. On August 2015, Quikr launched a separate portal QuikrCars, for buying and selling cars online. Subsequently, the company diversified into different vertical segments by launching portals like QuikrJobs, QuikrHomes, etc. Quikr adopted the diversification strategy to capture the different market and consumer groups. As a strategist, what challenges come in front of Quikr because of diversification. 7

#### SECTION—C

4. (A) Explain the concept of Cost leadership Business strategy suggested by M. Porter. 7
- (B) How can financial analysis and operational analysis help to any organisation to take a better decision-making ? 7

#### OR

- (C) Explain the Porter's generic business strategies. 7
- (D) Explain the "BCGs Growth Share Matrix" in detail. 7

#### SECTION—D

5. iGATE Global solution is a Bangalore based flagship company of iGATE Corporation, a NASDAQ- listed US Based Corporation. It was set up in India in 1993 to offer IT services. Its service portfolio includes consulting, IT services, data analytics, enterprise systems, BPO, contact centre, and infrastructure management services. The company has over 100 active clients.

This company adopts a differentiation business model based on an integrated technology and operations model which is called as the iTOPS model. iTOPS is based on transaction based pricing for services and supporting the clients by providing them platform, processes and services. The strategic evaluation and control has both the elements of strategic as well as operational control.

iGATE has an integrated people management model focusing on developing technical, behavioural and leadership competencies. The three metrics by which the HR function is assessed are : Human capital index, work culture and employee commitment.

- (A) Analyse the case. 3
- (B) Explain the parameters of strategic evaluation. 5
- (C) What are the different types of strategic control needed for iGATE ? 6