



III Semester M.B.A. Degree Examination, February 2017
(CBCS Scheme)
MANAGEMENT

Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Explain the organisations responsibility and accountability towards shareholders.
2. Explain Michel Porter's analyses.
3. What is value chain analysis ?
4. Explain the guidelines for effective strategic control.
5. Distinguish between stability and retrenchment strategy.
6. Explain the concept of competitive advantage.
7. Explain Blue Ocean Strategy.

SECTION – B

Answer **any three** questions. Each carries **10** marks. (3×10=30)

8. Describe the process of implementing a strategy.
9. Sketch out new business models and strategies for internet and global economy.
10. Explain the different levels of strategies with suitable examples.
11. Write short notes on :
 - 1) MC Kinseys 7S Framework
 - 2) BCG Matrix.



SECTION - C

12. Compulsory Case Study :

(1x15=15)

Indian Telecom War : Startup Reliance Takes on Leader Airtel in 4G Services.

Bharti Airtel Limited being in the forefront in offering 2G and 3G telecom services in India and by enhancing its market share across the country, became the largest mobile phone operator in India by 2009-10. However, with intensifying

competition and new entrants like in Average Revenue Per User (ARPU) by, the company was looking for opportunities to further consolidate its leadership position. In 2013, Airtel was successful for Broadband Wireless Access (BWA) through an approach for four licenses of 4G, but it would not work in the long run. In 2013, it was not a very active in Wireless Broadband Services Pvt. Ltd. to gain access to wireless broadband spectrum in the two critical circles in Delhi and Mumbai.

Reliance Industries Limited (RIL), the largest private company in India, had moved into the Indian telecom industry in 2011. In the division of family businesses in 2008, RIL signed a non-compete agreement with Bharti Airtel. The two parties scrapped the agreement in 2010, paving way for RIL to enter into the Indian market. RIL brought a 95% stake in Jio Infocomm Engineering Limited, which was spectrum in all the circles. RIL requested Indian telecom regulator in January 2013 and in July started work on rolling out 4G services. Jio Infocomm services in circle of Northeast India by April 2014.

Subsequent to its acquisition, Airtel became the first company to launch 4G services in India in late 2013 and early 2014. RIL's Reliance Jio Infocomm followed first on the heels of Airtel upping its competition between 2013 and 2014.

- 1) Discuss the relevant strategies of Reliance Jio Infocomm in the Indian market.
- 2) Evaluate if RIL is in a position to negate the first mover's advantage of Airtel in offering 4G services.
- 3) Challenge the entry strategy of RIL.