

SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)

MBA II Year II Semester Regular & Supplementary Examinations April-2026
STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 60

SECTION – A

(Answer all Five Units 5 x 10 = 50 Marks)

UNIT-I

- 1 a The success of a strategy would depend upon the right environmental analysis. Do you agree? Discuss with examples. CO1 L4 5M
- b Discuss about environmental scanning and explain the process of environmental scanning. CO1 L3 5M

OR

- 2 a Why vision and mission statements are important in strategic management? CO1 L2 5M
- b How are values important to the content of mission and vision statements? CO1 L1 5M

UNIT-II

- 3 a Explain the application of TOWS matrix in strategy formulation. CO2 L3 5M
- b Explain the GE Multifactor Portfolio Matrix with suitable examples. CO2 L3 5M

OR

- 4 a Explain Michael Porter's five forces model for analyzing industries and competitors. CO2 L4 5M
- b Explain about Organizational analysis, and the value chain analysis CO2 L3 5M

UNIT-III

- 5 a What is an example of a corporate growth strategy? CO3 L3 5M
- b What are some examples of retrenchment strategy? CO3 L3 5M

OR

- 6 Discuss the business level strategies of differentiation, low cost and focus. What according to you are the risks and benefits of cost leadership? CO3 L3 10M

UNIT-IV

- 7 a Differentiate Horizontal Integration and Vertical Integration. CO4 L2 5M
- b Briefly explain Types of Vertical Integration with examples. CO4 L3 5M

OR

- 8 How to implement management of change in the workplace? CO4 L4 10M

UNIT-V

- 9 What are the salient techniques of strategic evaluation and control? CO6 L3 10M

OR

- 10 a What are the steps involved in strategic control? CO6 L1 5M
- b Strategists and their role in strategic management-Discuss CO6 L2 5M

SECTION – B

(Compulsory Question)

- 11 1 x 10 = 10 Marks

Airtel will take over Telenor India's spectrum, licenses and operations, including its employees and a customer base of 44 million With 7 circles of Andhra Pradesh, Bihar, Maharashtra, Gujarat, Uttar Pradesh (East and West) and Assam with employees of approx 800, a famous Norwegian Telecom operator Telenor would be bought by Bharati Airtel. Less than a month after Vodafone confirmed it was in talks with idea cellular for a possible merger in India which could create the country's largest mobile operator, Indian based Airtel has come up with this sparkling news. This deal will help India's largest telecom services provider to widen its lead over Mukesh Ambani-led Reliance Jio, which has already notched up 100 million users. Were Vodafone and idea to successfully conclude a merger, the combined entity would have almost 400 million users. "Bharti Airtel has entered into a definitive agreement with Telenor South Asia Investments Pvt. Ltd. To acquire Telenor India", Bharti said in a statement. "It will also enable Airtel to further bolster its strong spectrum footprint in these seven circles, with the addition of 43.4 MHz spectrum in the 1800 MHz band" it said. Through the companies didn't disclose the deal size, a Deutsche Bank Market Research report pegged the value of the transaction at about 300 million or more than 2,000 crore. Bharti Airtel shares gained 1.4% on the BSE to close at 366.05 on 23rd Feb 2017.

Questions:

- (a) If you were a 'strategic manager' of Reliance Jio, how could you take this takeover policy of Airtel
- (b) Analyze the role of 'corporate strategist' in formulation of the takeover deal of Airtel over Telenor.
- (c) Contrast the confirmed Vodafone and idea cellular possible merging with the outcome (affects) of Airtel takeover of Telenor.

*** END ***