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16MBA25

Second Semester MBA Degree Examination, Dec.2017/Jan.2018 Strategic Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.**

- 1 a. Why is turnaround strategy essential for survival of a failing business? (02 Marks)
b. Illustrate the hierarchy of strategic intent. (06 Marks)
c. Explain with diagram Porter's 5 forces model. (08 Marks)
- 2 a. What is meant by Strategic Business Unit(SBU)? (02 Marks)
b. Discuss the strategic management process. (06 Marks)
c. Describe the relationship with a company's business model and its strategy with an example. (08 Marks)
- 3 a. What is environmental scanning? (02 Marks)
b. Briefly discuss the different leadership styles that can be adopted. (06 Marks)
c. Explain the GE – 9 cell matrix. How can it be used in practice. (08 Marks)
- 4 a. Cite the strategic objectives of an organization. (02 Marks)
b. Business must be run in a socially responsible manner. Comment. (06 Marks)
c. Explain briefly the four perspectives of balanced score cards. (08 Marks)
- 5 a. Define key success factor. (02 Marks)
b. Describe the industry's dominant economic characteristics. (06 Marks)
c. Critically examine how BCY matrix can be used as a tool of strategy. (08 Marks)
- 6 a. What is cost leadership? (02 Marks)
b. Colgate has launched "Colgate Total Charcoal Deep Clean"
c. Explain with examples generic competitive strategies. (08 Marks)
- 7 a. Distinguish between Mergers and Acquisitions. (02 Marks)
b. Elaborate the reasons for failure of strategies. (06 Marks)
c. Organization should implement both quantitative and qualitative measures to evaluate overall performance. Justify the statement. (08 Marks)

8 CASE STUDY [Compulsory]

PayTM's business has skyrocketed and clocked about 25 million transactions since demonetization was announced. It witnessed more than seven million transactions worth over Rs. 120 crore. Consumers were able to pay for a cup of coffee in metros to farmers purchasing seeds in rural villages through PayTM. The total number of transactions were over 214 million implying an average of over 6.9 million daily transactions.

The company has added 15,00,000 merchants to its network of 10 lakh to accept digital wallet payment. PayTM has received the final approval of the reserve bank to launch its payment bank, which can accept deposits from individuals and small business. The new business model of digital wallet threat to the traditional banking industry.

Questions :

- a. How has demonetization been instrumental in PyTM's growth? (04 Marks)
- b. Discuss the strategic impact of PayTM in the country. (04 Marks)
- d. How will the new business model of PayTM revolutionize eh banking industry. (04 Marks)
- c. Suggest measures on how PayTM can sustain competitions from upcoming startup's and digital wallet companies. (04 Marks)

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Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.