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**MBAH 551**

**Fourth Semester M.B.A. Degree Examination, September 2020**

**BUSINESS ADMINISTRATION**

**Strategic Management**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

**(Compulsory)**

**Note** : Answer to the question should **not** exceed **six** pages.

**(1×15=15)**

1. Explain in detail the corporate strategy in terms of directional strategies such as Growth, Stability and Retrenchment strategies.

**SECTION – B**

**Note** : Answer **any five, each** question carries **8** marks. Answer to the question should **not** exceed **five** pages.

**(5×8=40)**

2. Explain basic elements of strategic management process.
3. Describe Michele Porter's five forces model of Industry Analysis.
4. Describe about the stages in the Industry Life Cycle.
5. Explain Porter's Generic Competitive Strategies with suitable examples.
6. Explain how value chain analysis could help in organizational analysis.
7. What is SWOT analysis ? Explain the components of SWOT analysis.
8. "Joint Ventures are emerging as the best tool for reaching new markets".  
Comment.
9. Explain the strategic evaluation and control techniques.

P.T.O.



SECTION – C  
(Compulsory)

**Note :** Answer to the question should **not** exceed **six** pages. **(1×15=15)**

10. Case analysis.

Doordarshan (DD) is the India's premier public service broadcaster with more than 1,000 transmitters covering 90% of the country's population across an estimated 70 million homes. It has more than 20,000 employees managing its metro and regional channels. Recent years have seen growing competition from many private channels numbering more than 65, and the cable and satellite operators (C and S). The C and S network reaches nearly 30 million homes and is growing at a very fast rate. DD's business model is based on selling half-hour slots of commercial time to the programme producers and charging them a minimum guarantee. For instance, the tariff for the first 20 episodes of a programme is INR 30 lakhs plus the cost of production of the programme. In exchange the producers get 780 seconds of commercial time that they can sell to advertisers and can generate revenue. Break-even point for producers, at the present rates, thus is INR 75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is INR 65 lakhs for which the producer has to charge INR 1,15,000 for a 10 second spot in order to break-even. It is at this point the advertisers face a problem-the competitive rates for a 10 second spot is INR 50,000. Producers are possessive about buying commercial time on DD. As a result the DD's projected growth of revenue is only 6-10% as against 50-60% for the private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy. DD has three options before it. First, it should privatise, second, it should remain purely public service broadcaster and third, a middle path. The challenge seems to be to exploit DD's immense potential and emerge as a formidable player in the mass media.

**Questions :**

- a) Perform a SWOT analysis for DD.
  - b) Discuss the competitive situation DD is facing. What is the best strategic option, in your view and why ?
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