

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2017-19)
PGDM Trimester V Examination December 2018

Subject	Strategic Management (Common Subject for All)		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	20.12.2018

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory) Read the caselet below and answer the following questions:

Based in New Delhi, Bharti Airtel is India's largest private sector telecom operator and India's sixth-largest company by market capitalization. Bharti Airtel is also the only operator to offer its services (mobile, fixed line and Internet access) in each of India's 23 "circles," or operating areas. While this wide service footprint made Bharti Airtel especially well-positioned to capitalize on India's telecom boom, it also presented the company with significant challenges and risks in addressing this demand. In order to keep up, while also maintaining high levels of customer service, all the processes required to run its business – from order management and service activation to those processes involved in the operation of its core network – needed to run smoothly and in sync with each other. With the company approaching a new phase in its growth as a business, and with the need for a compelling user experience of utmost strategic importance, Bharti Airtel knew it needed to take a fundamentally new look at the way it created and managed its customer-facing processes. Bharti Airtel entered into a comprehensive 10-year agreement with IBM to transform its processes and take on the management of its IT infrastructure. Its new platform provides a standardized framework for Bharti Airtel to integrate its channels and customer-facing processes – enabling a more seamless customer experience, higher customer satisfaction and more profitable growth. Key benefits derived are:

- Ability to process 1.5 million new customers per month
- Improved cross-selling and targeting and a more seamless, efficient total customer experience through end-to-end integration of customer facing processes
- Optimization of business processes and infrastructure through flexible, standardized integration framework
- Outsourcing of technology enables Bharti Airtel to focus resources on growing the business
- Flexible pricing model enables Bharti Airtel to avoid major increases in capital expenditures

Incorporating the proven IBM Service Provider Delivery Environment (SPDE, or "speedy") Integration Hub solution, IBM Global Business Services designed and implemented an Enterprise Application Integration platform that integrates a wide range of customer-facing and back office processes. Its flexibility is evident in the range of integration options it provides Bharti Airtel. In the case of customer self service, for example, each of the three main channels – Web, interactive voice response and short message service – employ different integration technologies (such as publish/subscribe via IBM WebSphere® MQ and asynchronous messaging via IBM WebSphere Business Integration Server) depending on the channel's technical needs.

A key driver of Bharti Airtel's decision to outsource its IT activities to IBM was the desire to channel its internal energies and resources into capitalizing on a spectacular market opportunity rather than on the enabling platforms needed to do so.

- a) Analyze the core competencies of IBM leveraged by Bharti Airtel with reference to above mentioned case scenario.
- b) With Reliance Jio disrupting the telecom market, discuss the external market threats to Bharti Airtel.
- c) Evaluate the five forces driving the competitive rivalry in telecom industry in India.
- d) How did IBM implemented the strategy for more seamless customer experience and enhancing customer satisfaction for Airtel?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Critically evaluate PESTEL framework for an industry of your choice, by considering all the criteria and sub-criteria involved.
- b) Apply Porter's five force model to the management higher education industry through illustration of all forces within the model.
- c) Analyse any five factors responsible for growing importance and implications of corporate governance in present day corporate world.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Elaborate the concept of competitive advantage through sources of competitive advantage in marketing area for any five organisations.
- b) Differentiate between vision and mission of a company through relevant example. Which stage of strategic management process does vision and mission fall into?
- c) CSR in corporate is reported through various means, discuss various emerging reporting standards globally.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Electric vehicle industry domain is relatively a new and small in India however having huge future potential. Analyse present opportunities and threats for the sector.
- b) Differentiate between internal and external analysis process for a company while stating role of each in strategy formulation.
- c) Apply Global Value chain model to operating activities of any global brand.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Inclusive business model is the need of today in developing countries. Analyze the key CSR drivers among the corporate in developing nations.
- b) Strategy implementation depends on resources and competencies possessed by the firm, evaluate them for implementing cost leadership strategy for any product in FMCG sector.
- c) Differentiate with relevant examples, between tangible and intangible distinctive capabilities of organisation responsible for its sustainable competitive advantage.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) A growing brand of laptops wants to tap entry level market in a developing economy, how it will implement growth strategy? Illustrate in simple steps through flowchart.
- b) Differentiate between general competencies and core competencies through relevant examples.
- c) Explain Ansoff's generic growth strategy matrix and its strategic implications.

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) According to OECD principles of corporate governance, discuss the responsibilities of 'Board of Directors' of a firm.
- b) Differentiate between a primary and support activities of a food processing firm's value chain.
- c) Analyze the roles and responsibilities of audit committee as a source of internal control towards corporate governance of a company.