

July 2013

Bachelor of Business Administration (BBA) Examination

VI Semester

Strategic Management

Time 3 Hours]

[Max. Marks 70

Note : Attempt any four questions (out of seven questions) from Section A. Each question of Section A carries 15 marks. Section B is compulsory and carries 20 marks.

Section A

1. What do you understand by the word 'Strategic Management' ? Discuss the various steps in strategic management.
2. (a) Explain the term Vision and Mission. Differentiate between the two with the help of suitable examples.
(b) What is SAP ? Discuss the need and importance of SAP in an organisation.
3. (a) What are the various types of strategic alternatives ? Explain.
(b) Mention the scope and significance of Corporate Strategy.
4. (a) Distinguish between Planned and Unplanned Change with suitable example.
(b) How can one implement innovation process in an organisation ?
5. (a) Differentiate between Opportunity and Threat Matrices.
(b) Explain GE NINE CELL Planning Grid.
6. Write short notes on any two of the following :
(a) BCG Matrix
(b) Leadership Implementation
(c) ETOP
(d) SWOT.
7. (a) Explain various qualitative and non-qualitative criteria for evaluation of a strategy.
(b) When are the managers motivated to evaluate their strategy ?

Section B

STRATEGIC MOVES OF DELHI DOORDARSHAN

DD is the India's premier public service broadcaster with more than 1,000 transmitters covering 90% of the country's population across on 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 & S). The C & S network reaches nearly 30 million homes and its 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 present tariff for the first 20 episodes of a programme Rs. 30 lakhs plus the cost of production of the programme. In exchange the producers get 780 seconds of commercial time that he can sell to advertisers and can generate revenue. Break-even point for producers, at the present rates, thus is Rs. 75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is Rs. 65 lakhs for which the producers has to charge Rs. 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 Rs. 50,000. Producers are possessive about buying commercial time on DD. As a result the DD's projected growth of revenue is only 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 options before it. First, it should privates, second it should remain purely public service broadcaster and third, a middle path. The challenge seems to be exploit DD's immense potential and emerge as a formidable player in the mass media.

Questions :

1. What is the best option, in your view, for DD ?
2. Analyse the SWOT factors the DD has.
3. Why do you think that the proposed alternative is the best ?

