

June 2014

Bachelor of Business Administration (BBA) Examination

VI Semester

Strategic Management

Time 3 Hours

[Max. Marks 80]

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. Discuss the relevance of Strategic Management for any Business Organization. Explain elements of a strategic plan.
2. Briefly explain the terms-vision, mission, objectives, goals and strategy. How do organizations formulate their mission.
3. Why environmental analysis and appraisal is an important aspect of strategic planning? Briefly explain ETOP.
4. What factors are responsible for organizational change? How do organizations manage change?
5. Differentiate between Generic Strategies and Competitive Strategies. Briefly explain different types of Generic Strategies.
6. Briefly explain strategic control process and various types of external controls.
7. Write short notes on the following :
 - (a) SWOT.
 - (b) Corporate Strategy.
 - (c) Learning Organization.

Section B

8. Briefly answer the questions given at the end of the case :

MOVIE WATCHING IN INDIA: A PARADIGM SHIFT

Gone are the days when people used to plan their movie going to single screen cinema hall with a time slot of 12 noon-3 PM, 3-6 PM, 6-9 PM and from 9 PM-12 midnight. Emergence of multiplexes in India has entirely changed the movie-watching pattern of Indians. Today's movies may not or mostly not of 3-hr duration. Mostly, it is anywhere between 1.15 and 2.30 hrs. The movie time also is not divided into the time slot of 12 noon-3 PM, 3-6 PM, 6-9 PM and from 9 PM to 12 midnight but

could be at 11 AM and may even have timing of 4.45 PM, 7.15 PM and may even start at 11 PM. "Rozana Char Show" is now a thing of the past and is no more there on the movie posters. Movie halls in today's format are not single-screen cinema halls but are multiplexes with multiscreens, anywhere between two and five screens. These multiplexes offer just not cinemas but also a complete package of entertainment and outing experience. They give snack bars, food courts, pizza parlours, video games, internet cafes and other shopping avenues at the same place. Initially, this was confined only to metros but now it has gradually started going down to tier-two and tier-three towns.

This paradigm shift in the movie-going pattern of people has been as a result of well-thought-out and deliberately designed marketing of entertainment industry.

With advancement in technology and increasing average disposable income of middle class, especially metro-based youth of India, marketers believe, people would no more be going to movie halls just to watch a cinema. The price of DVDs and its software has dropped down sharply. People may watch movie on internet and satellite television as well where even newer movies get telecasted soon after the release. For the crowd to come to the cinema hall, they need something extra offered in addition to just cinema.

On the other hand, the owners found their movie halls no more lucrative enough a business to have 1000-1500 seats per show and not capitalising upon the value of real estate holding.

The movie exhibitors have redesigned the entire offer of cinema. They now have more number of screens with lesser seats per auditorium so that they could cater to variety of tastes and preferences regarding movies. They mix pleasure with movie watching by offering a wonderful experience right from booking which now is possible over phone or internet to the quality of ticket, inside decor, comfort of seats, quality of sound and presentation of staff. To add value to outing, there was a perfect mix of other offers as shopping, eating and enjoying.

This also gave them an opportunity to unlock the value of their real estate that they could use for longer business gains.

Questions :

1. Describe the changes taking place in the entertainment industry in special reference to movie watching.
2. Enlist the reasons for growth of multiplexes in India.

