



PRESIDENCY UNIVERSITY  
BENGALURU

Roll No.																			
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SCHOOL OF MANAGEMENT

SET A

MID TERM EXAMINATION

Even Semester: 2018-19

Date: 02 April 2019

Course Code: MGT 107

Time: 2 Hours

Course Name: Corporate Strategy

Max Marks: 40

Program & Sem: MBA & II Sem

Weightage: 20%

**Instructions:**

- (i) **Attempt all the questions**
- (ii) **Write legibly**
- (iii) **Draw diagrams for required questions**

**Part A**

Answer **all** the Questions. **Each** question carries **three** marks. (4Qx3M=12)

1. "Competing to the best" Vs "Competing to be unique", which direction any organization should follow to get a competitive advantage? Give your answer with suitable reasons.
2. "Zero effect and Zero defect (ZED) leads to generic thought, product, service and result into Zero sum completion" explain this statement with a suitable example from Industry.
3. "To become the world's most loved, most flown and most profitable airline", what are the major activities you should considered as a CEO of that organization.
4. What are the role of various resources to get a core competency in an organization?

**Part B**

Answer **all** the Questions. **Each** question carries **four** marks. (3Qx4M=12)

5. What are the Primary and Support activities required to add value in the following organizations?
  - Starbucks
  - Tata Steel
6. What is Resource Based View of Strategy? How it can helps to identify cost leadership and differentiation strategy formulation? What is your opinion about the application of RBV in VUCA environment?
7. LG is able to imitate some of the product feature of Sony Bravia and offering the almost similar products at a low cost in the market. To get a sustainable competitive advantage, what are the steps Sony Bravia should follow and what is your logic behind the recommendation?

### Part C

Answer **both** the questions. **Each** question carries **eight** marks.

(2Qx8M=16)

8. Answer the questions at the end of the case

What is Byju's doing with Disney?

March 20, 2019 11:37 IST

Byju's acquires licences of hundreds of characters from Disney; to use cartoon characters to teach math, science.

Yuvraj Malik and Bibhu Ranjan Mishra report.

Learning is about to get less mundane as popular cartoon characters like Mickey Mouse and Donald Duck, among hundreds of others, will soon be teaching math and science. Byju's, the unicorn Indian start-up that recently became the world's most-valued edu-tech firm, is bringing popular cartoon characters to its learning platform through licensing deals, with top media production houses globally, the company said. The Bengaluru-headquartered firm, which is preparing for its global launch this year, including in the US and several English speaking markets, has bought rights to use some 80 per cent of characters from The Walt Disney Company. Besides Mickey Mouse and Donald Duck, Disney is also the creator of Aladdin, Winnie-the-Pooh, and Snow White, characters that have global reach. "We will have a lot of powerful characters in the app, not only from Disney. We are bringing cartoon and human characters which are popular across the world that have a good recall in markets," says Byju Raveendran, founder and CEO, Byju's. More such deals and integrations are underway, he adds.

The premise is simple. Byju's is entering the elementary school category and working on a product line for Class I to III students, an audience segment that it currently does not cater to. It is also working on a fresh offering in the US, UK and Australia. Raveendran did not spill the beans on the contours of the Disney deal, but says, "It is a business partnership. We will give a small royalty for each character we use." The company plans to use certain characters in geographies where they are most popular. The strategy, it is expected, will help Byju's gain early traction among users who are not already familiar with Byju's brand. As part of the international expansion strategy, Byju's established an office in the US in January. It also acquired Osmo, the developer of a learning and educational gaming service, for \$120 million. The biggest moot of Osmo is that it uses external inputs and attachments for an immersive learning experience. Byju's will integrate Osmo's offering with its own products, which largely include video lessons, games and reading material. Byju's is also set to benefit from Osmo's users in 20,000 US schools and insights on the local user base. The company says it is open to more such acquisitions and strategic tie-up in overseas markets after a mega funding round in December. Byju's is evaluating a few companies that either have established products in this space or have good brand awareness in these markets, or a combination of both, Raveendran says. In December, Byju's raised \$400 million from Nasper, Tencent and Canada Pension Fund, valuing the 10-year old firm at \$3.6 billion. The learning app has 30 million users and 2 million paid subscribers, according to the company.

- a) Elaborate the Porters Five Force Model with respect to Byju's and explain how the elements of Functional Strategy is applicable to Byju's.
  - b) Map the SWOT of Byju's and Disney and comment on the success of the collaboration.
9. Continental Airlines (a full service airline) is facing tremendous competition from Southwest Airline (Low cost airline) and day by day its customers are going down, is it possible for Continental Airlines to reposition itself as a low cost airline in the same industry? Critically examine all factors you will be considering to reposition (if any) this airline and how you are organize those factors in this organization? (8 Marks)



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SET B

MID TERM EXAMINATION

Even Semester: 2018-19

Date: 02 April 2019

Course Code: MGT 107

Time: 2 Hours

Course Name: Corporate Strategy

Max Marks: 40

Program & Sem: MBA & II Sem

Weightage: 20%

**Instructions:**

- (i) Attempt all the questions
- (ii) Write legibly
- (iii) Draw diagrams for required questions

**Part A**

Answer **all** the Questions. **Each** question carries **three** marks. (4Qx3M=12)

1. Why Operational Effectiveness is not a Strategy? Explain with an example from industry of your choice
2. "Competing to the best" Vs "Competing to be unique", which direction any strategist should follow? Give your answer with suitable reasons.
3. "Benchmarking leads to generic thought, product, service and result into Zero sum completion" explain this statement with a suitable example from Industry.
4. What are the role of core competency in sustainable competitive advantage of an organization?

**Part B**

Answer **all** the Questions. **Each** question carries **four** marks. (3Qx4M=12)

5. What is Resource Based View of Strategy? How it can helps in Competitive strategy formulation? What is your opinion about the application of RBV in VUCA environment?
6. What are the Primary and Support activities required to add value in the following organizations?
  - Swiggy
  - Patanjali
7. Samsung is able to imitate some of the product feature of Apple and offering the almost similar products at a low cost in the market. To get a sustainable competitive advantage, what are the steps Apple should follow and what is your logic behind the recommendation?

## Part C

Answer **both** the questions. **Each** question carries **eight** marks.

(2Qx8M=16)

8. Answer the questions at the end of the case

### Strategy for Airtel

Airtel is a major telecom service provider which is lately facing the heat of severe competition, from new entrants like Reliance Jio and the like. With its huge customer base and coverage, the company began to feel the need for a training program for its workforce and channel partners, so as to enhance their sales and service skills.

Airtel undertook a pilot project where its employees in a particular circle were trained on four key processes – activation, billing, collection and channel management. Post training, the customer satisfaction score rose significantly to 230% within nine months. Buoyed by these results, the company decided to extend its training program to all its circles, and seven more processes were included in the training program.

To keep up its growth, Airtel then decided to launch Project 'Tsunami' which aimed at revamping its business processes and developing service standards comparable to those of the best companies worldwide. Under this project, the company conducted a strategy workshop where the top management of Airtel interacted with experts from NIS Sparta, headed by Sunil Mittal. The workshop aimed to revamp the company's business processes. The company identified ten business processes that are critical to its operations, and benchmarked them with the processes of the world's best companies. Based on this exercise, Airtel developed service norms for its service personnel to follow in all the regions where the company operated.

### QUESTION

- a. Perform the Porter's Five Forces Model Analysis on Telecom Industry and design a Corporate level, Business level and Functional level strategy for Airtel, to sustain its market leadership in the telecom industry. (8 Marks)
9. Assume that you have been appointed as an 'Executive Assistant- Strategy formulation' of the CEO of an automobile organization (Establishment year 1965) based in India. Now you have been asked by the CEO to come up with suggestions how to handle this current situation of the organization:

Your organization position as a 'focused differentiation' in the Industry. In 2013, one automobile organization came to India who position itself as a 'cost leadership' organization. Due to this reason your organization's market share has gown down from 35% to 15% in 5 consecutive financial year. What are the different analysis you should do before taking a strategic decision to tackle this situation and what are the actions you will take so that in near future there is no such repetition activities may damage your organization? (8 Marks)



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**END TERM FINAL EXAMINATION**

**Even Semester:** 2018-19

**Course Code:** MGT107

**Course Name:** Corporate Strategy

**Program & Sem:** MBA & II Sem

**Date:** 25 May 2019

**Time:** 3 Hours

**Max Marks:** 80

**Weightage:** 40%

**Instructions:**

- (i) Attempt all questions
- (ii) Write legibly
- (iii) Draw charts/diagrams for required questions

**Part A**

Answer **all** the Questions. **Each** question carries **five** marks. (4Qx5M=20M)

1. Draft a mission statement for a newly launched educational institute in competition to Presidency University in Rajankunte.
2. Kanika has been appointed as the strategic expert of Paperboat. She is suggesting Helen, her subordinate to conduct a VRIO analysis of Paperboat and suggest the reasons for competitive advantage. How would you think Helen would have conducted the VRIO Analysis?
3. Controlling is an important aspect of strategic management. What are the various types of controlling you would conduct in case of launching a new marketing strategy for Oyo rooms.
4. Explain the situations in which stability strategy is the best option. Explain with examples.

**Part B**

Answer **all** the Questions. **Each** question carries **ten** marks. (3Qx10M=30M)

5. "With limited funds, a lack of educated musicians and a range of logistical barriers, setting up an orchestra in Iraq was not an easy task. Paul MacAlindin, who not only became the conductor but was also the strategic brain of the orchestra, turned to the concepts of blue ocean strategy and shift, created by W. Chan Kim and Renée Mauborgne, to make the project a success. It worked. Between 2008 and 2013 the orchestra held dozens of performances and achieved international fame. We spoke to conductor MacAlindin to learn more about this orchestra's unconventional and 'blue ocean' journey."

**How would you think the Orchestra Company would have developed its blue ocean strategy? Explain in details with your own assumptions.**

6. Discuss and differentiate the concepts of Mergers, Hostile Takeovers, Acquisitions and Joint ventures. Elaborate with examples in each Case.
7. The INR 30billion (approximately \$683 million) Indian soft drink concentrate (SDC) major, Pioma Industries' brand Rasna had been a market leader, with 93% share in the Indian SDC market in 2007. Besides SDC and fruit syrups, the company also expanded its product base and portfolio by including ethnic instant curry bases, pickles, chutneys (spicy condiments) and a snack range. The changing lifestyles, increase in consumer spending on food and the onset of modern retailing formats also offered excellent growth opportunities in the food retail segment coming from ready-to-eat foods. Looking at these opportunities, the company launched its Devil's Workshop, a related diversification into fast food retailing.

If Rasna has to go in unrelated diversification explain the businesses it can get into and enunciate the reasons for the same. Also explain the reasons for any company to go into diversification.

### Part C

Answer **both** the Questions. **Each** question carries **fifteen** marks. (2Qx15M=30M)

#### 8. General Electric

##### An Opportunistic Push Into Sustainable Business

Backstory: General Electric Co. decided sustainability was a business opportunity rather than a cost and pushed into the field in 2005 with its ecomagination initiative. But the products and services weren't only for its customers — they first transformed GE.

**Challenge:** How do you create a new business in sustainability and move into the major leagues?

Key moves: GE began looking at sustainability as part of a demographic trend, realizing that scarcity would increase with population growth. Energy and water use, waste, carbon emissions — all would decline among the most efficient and sustainable companies. GE saw a profitable business opportunity in helping companies along this sustainable path. So it set up its ecomagination unit to offer environmental solutions.

GE also gambled that carbon would eventually be a cost, following the implementation of previous regulatory regimes such as limiting acid rain. Although the precise way carbon would be regulated was unknown, as it still is, the company had little doubt that regulation would come to pass. Rather than wait, GE joined a climate coalition with nongovernmental organizations to press for a cap-and-trade system in order to build certainty into the future.

Within the company, GE began engaging employees to see where energy savings could be found. That might include turning off the lights when a factory was idle or even installing a switch so that lights could be turned off. Ecomagination sold solutions within GE, whether the project involved installing LED lights on a factory floor, recycling water at a nuclear facility or offering combined heat and power generation units at a plant in Australia. Within GE, managers began to be measured on how much energy savings they had achieved.

**Impact:** The company so far has saved \$100 million from these measures and cut its greenhouse gas intensity — a measure of emissions against output — by 41%, according to the company's sustainability report. The work inside GE became a proof of concept to external customers grappling with similar issues. Ecomagination targeted C-level executives to build this business, since most problems cut across divisions (improving energy efficiency, for example).

So far GE has invested \$4 billion in this effort, much of it in research and development. But it reaped sales of \$17 billion in 2008, up 21% from a year earlier, and is striving for \$25 billion in sales in 2010.

- a. How has GE reaped the benefits of sustainable competitive strategy?
- b. Explain the 5 force model of GE with respect to the facts given above.

#### 9. Explain the following concepts with detailed illustrations.

- a. Balance Scorecard
- b. SMAC Environment and CEO's role
- c. Generic Strategies