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**PRESIDENCY UNIVERSITY**

**Bengaluru**

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| **End - Term Examinations – JANUARY 2025** |
| **Date:** 03-01-2025 **Time:** 09:30 am – 12:30 pm |

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| **School:** SOM(PG) | **Program:** MBA | |
| **Course Code :** MBA3052 | **Course Name :** Corporate Strategy | |
| **Semester**: III | **Max Marks**: 100 | **Weightage**: 50% |

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| **CO - Levels** | **CO1** | **CO2** | **CO3** | **CO4** | **CO5** |
| **Marks** | **19** | **19** | **37** | **25** |  |

**Instructions:**

1. *Read all questions carefully and answer accordingly.*
2. *Do not write anything on the question paper other than roll number.*

**Part A**

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| **Answer ALL the Questions. Each question carries 3marks. 10 X 3 Mark =30Marks** | | | | |
| **1** | Explain your understanding of ‘Stability Strategy.’ Classify the types of Stability Strategy. | **3 Marks** | **COMPREHENSION** | **CO3** |
| **2** | Explain about VUCA while performing environmental analysis. Give an example for each of it. | **3 Marks** | **COMPREHENSION** | **CO2** |
| **3** | Identify the components of 3-Strategy proposition. | **3 Marks** | **COMPREHENSION** | **CO2** |
| **4** | Explain the benefits of Corporate Philanthropy with suitable examples. | **3 Marks** | **COMPREHENSION** | **CO1** |
| **5** | Discuss the reasons for turbulence and high velocity in the market place. | **3 Marks** | **COMPREHENSION** | **CO3** |
| **6** | Identify at least five (5) benefits of Strategic Management. | **3 Marks** | **COMPREHENSION** | **CO1** |
| **7** | Distinguish between a Plan and a Strategy with suitable examples. | **3 Marks** | **COMPREHENSION** | **CO1** |
| **8** | Identify the differences between Red Ocean and Blue Ocean Strategy with suitable examples. | **3 Marks** | **COMPREHENSION** | **CO2** |
| **9** | Recognize the five (5) steps of the design thinking process. | **3 Marks** | **COMPREHENSION** | **CO3** |
| **10** | Define an ‘Emerging Industry’ with suitable examples. | **3 Marks** | **COMPREHENSION** | **CO3** |

**Part B**

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| **Answer ALL the Questions. 4 X10 Marks=40 Marks** | | | | |
| **6a** | Demonstrate your understanding by explaining in detail the ERRC grid for blue ocean strategy with the example of Starbucks and Apple. | **10 Marks** | **APPLICATION** | **CO2** |
| **Or** | | | | |
| **7a** | Illustrate the advantages and disadvantages of VUCA analysis, with suitable examples. | **10 Marks** | **APPLICATION** | **CO2** |

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| **8a** | Show, with suitable examples, your understanding of the following concepts of Corporate Strategy:   1. Vision and Mission Statements 2. External Opportunities and Threats 3. Policies | **10 Marks** | **APPLICATION** | **CO1** |
| **Or** | | | | |
| **9a** | Emerging industries are in their early stages of development. With reference to this context, demonstrate your understanding by discussing in detail, with suitable examples, the following concepts:   1. Characteristics of an Emerging Industry 2. Barriers for an Emerging Industry | **10 Marks** | **APPLICATION** | **CO1** |

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| **10a** | Due to various environmental factors, the marketplace becomes turbulent and difficult for the organizations to sustain the competitive advantage. Considering this context, with suitable examples, show the various strategies that an organization can adopt for competing in a turbulent environment. | **10 Marks** | **APPLICATION** | **CO3** |
| **Or** | | | | |
| **11a** | Corporate Strategy also includes decisions regarding the flow of financial and other resources to and from a company’s product lines and business units. With reference to this context, illustrate your understanding of the following strategies with suitable examples:   1. Stability Strategy 2. Growth Strategy 3. Retrenchment Strategy | **10 Marks** | **APPLICATION** | **CO3** |

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| **12a** | Along with profitability, adopting sustainability as a key business practice is the new buzzword for corporations worldwide. With reference to this context, illustrate your understanding of the following concepts of sustainability:   1. Common challenges in transitioning to sustainable practices 2. Key benefits adapting sustainable business practices | **10 Marks** | **APPLICATION** | **CO4** |
| **Or** | | | | |
| **13a** | Demonstrate your understanding, with suitable examples, of Balanced Score Card (BSC). | **10 Marks** | **APPLICATION** | **CO4** |

**Part C**

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| **Answer all the Questions. 2 X 15 Marks=30 Marks** | | | | |
| **14** | Nike, a global sportswear giant, has successfully established itself as a leading brand through a combination of innovative product design, strong brand marketing, and a robust supply chain. By meticulously managing its supply chain, Nike ensures timely delivery of high-quality products to consumers worldwide.  At the heart of Nike's success lies its innovative supply chain. The company has implemented a Just-In-Time (JIT) inventory system, which minimizes inventory holding costs and reduces the risk of stockouts. By closely monitoring consumer demand and optimizing production schedules, Nike can quickly respond to market trends and consumer preferences. Additionally, Nike has invested heavily in advanced technologies, such as RFID and AI, to enhance supply chain visibility and efficiency.  Nike's commitment to sustainability is evident in its efforts to reduce its environmental impact. The company has implemented sustainable sourcing practices, minimizing the use of harmful chemicals, and reducing waste. By partnering with suppliers who share its commitment to sustainability, Nike ensures that its products are produced ethically and responsibly.  Despite its success, Nike faces several challenges, including intense competition from other sportswear brands, counterfeit products, and changing consumer preferences. To address these challenges, Nike must continue to innovate, invest in technology, and strengthen its brand image.  Analysis Questions:   1. How has Nike's strong brand identity contributed to its success in the global market? 2. What strategies has Nike employed to maintain a competitive edge in the sportswear industry? 3. How has Nike leveraged its supply chain to achieve operational efficiency and customer satisfaction? 4. What are the challenges faced by Nike in terms of sustainability and ethical sourcing? 5. As a consultant, what strategies would you recommend to Nike to address the increasing competition from other brands and maintain its market leadership? | **15 Marks** | **ANALYSIS** | **CO3** |
| **15** | Reliance Jio, a subsidiary of Reliance Industries, revolutionized the Indian telecom industry with its disruptive entry in 2016. By employing a cost leadership strategy, Jio offered free voice calls, low-cost data plans, and high-speed 4G services, challenging the established players like Airtel, Vodafone-Idea, and BSNL.  Jio's aggressive pricing strategy was underpinned by its massive investments in network infrastructure and spectrum acquisition. By leveraging its parent company's financial resources and technological expertise, Jio was able to build a world-class network at a significantly lower cost. Additionally, Jio's efficient operations and economies of scale allowed it to reduce costs and pass on the benefits to consumers.  One of the key factors behind Jio's success was its focus on data-driven services. By offering affordable data plans, Jio encouraged data consumption, which in turn, led to increased revenue from value-added services. Moreover, Jio's partnership with Google enabled it to offer a range of digital services, such as JioTV, JioCinema, and JioMusic, further enhancing its value proposition. Jio's disruptive entry into the Indian telecom market forced its competitors to respond aggressively. Airtel, Vodafone-Idea, and BSNL had to revise their pricing strategies and invest heavily in network upgrades to remain competitive. Jio's success highlights the power of cost leadership in disrupting established markets and capturing significant market share.  Analysis Questions:   1. How did Jio's cost leadership strategy disrupt the Indian telecom market? 2. What were the key factors that enabled Jio to offer such affordable data plans? 3. How did Jio leverage technology to gain a competitive advantage? 4. What are the potential challenges that Jio may face in the future? 5. How can Jio sustain its growth momentum and maintain its leadership position? | **15 Marks** | **ANALYSIS** | **CO4** |