PRESIDENCY UNIVERSITY
BENGALURU   **SET A**

SCHOOL OF MANAGEMENT
MID TERM EXAMINATION - NOV 2023

Semester : Semester III - 2022   **Date :** 2-NOV-2023
Course Code : MBA3052   **Time :** 2:00PM - 3:30PM
Course Name : Sem III - MBA3052 - Corporate Strategy   **Max Marks :** 50
Program : MBA   **Weightage :** 25%

Instructions:
(i) Read all questions carefully and answer accordingly.
(ii) Question paper consists of 3 parts.
(iii) Scientific and non-programmable calculator are permitted.
(iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE QUESTIONS   **(5 X 2 = 10M)**

1. "Goals are general in nature while objectives are specific". Explain using suitable examples.

                                                        (CO1) [Knowledge]

2. Outline the Dubai Strategy Proposition, emphasizing the strategic initiatives and plans aimed at transforming Dubai into a global business and tourism hub.

                                                        (CO1) [Knowledge]

3. **Recognize the significance of successful strategy in a business firm.**

                                                        (CO1) [Knowledge]

4. Describe the concepts of VUCA (Volatility, Uncertainty, Complexity, Ambiguity) in the context of contemporary business environments. outline these concepts influence strategic decision-making?

                                                        (CO2) [Knowledge]

5. Describe the primary and secondary activities within a value chain. How can a company use value chain analysis to identify areas for operational improvement and cost reduction?

                                                        (CO2) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS   **(3 X 6 = 18M)**

6. **"Strategic decision makers are bounded rational, that power wins battles of choice and that chance matters. Further, these paradigms rest on unrealistic assumptions and tired controversies which are no longer very controversial. A more realistic view of strategic decision makers and decision making with a greater attention to normative implications, especially among profit-seeking firms in global contexts".**
Discuss the various aspects of strategic decision making with reference to the statement and its relevance through supporting examples.

(CO1) [Comprehension]

7. Discuss the core principles of blue ocean and red ocean strategies. Provide an example of a company that successfully transitioned from a red ocean to a blue ocean strategy and explain the key steps involved.

(CO2) [Comprehension]

8. Explain the distinction between primary and secondary activities in a value chain. Provide examples of each from a manufacturing company and a service-based company, and discuss how these activities differ in terms of their contribution to value creation.

(CO2) [Comprehension]

PART C

ANSWER THE FOLLOWING QUESTION   **(2 X 11 = 22M)**

9. 1. Perform a SWOT analysis for a well-established technology company. Then, conduct a PESTEL analysis to evaluate the external factors. Based on the combined analysis, Prepare strategic positioning recommendations would you make for the company to maintain its competitive advantage in the rapidly changing tech industry?

(CO1) [Application]

10. **Blue Ocean strategy (BOS)and Red ocean strategies are widely used by startups. However, it is also perceived in MSMEs as well as Multinational enterprises and these strategies help them in finding the right market. Explain the right strategy for Uber and Oyo Rooms with varying differences with suitable market.**

(CO2) [Application]