



**PRESIDENCY UNIVERSITY,
BENGALURU**

SCHOOL OF MANAGEMENT

MID TERM EXAMINATION

Odd Semester: 2018-19

Course Code: MGT 301

Course Name: Corporate Strategy

Branch & Sem: MBA III Sem

Date: 22 October 2018

Time: 2 Hours

Max Marks: 40

Weightage: 20%

Instructions:

- (i) *All parts of the questions are compulsory*

Part A

Answer all the Questions. **Each** question carries **three** marks (4x3=12)

1. What are the things that you would be taking a strategic decision upon at all the three level: a) Corporate Level b) Business Level and c) Functional Level? Explain assuming yourself as CEO, SBU Head and Marketing/ HR Manager respectively.
2. Flipkart is going through Big Billion Sale, Explain the value chain of Flipkart to gain Sustainable competitive advantage.
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. "Benchmarking leads to generic thought, product, service and result into Zero sum completion" explain this statement with a suitable example from Industry.

Part B

Answer all the Questions. **Each** question carries **four** marks (3x4=12)

5. Assume yourself as an entrepreneur who is going to enter the Automobile Market as one of the competitors of Ford and Maruti Suzuki in India. Explain how you are going to conduct the Industry Analysis and Environmental Analysis.
6. "Competing to the best" Vs "Competing to be unique", which direction any strategist should follow? Give your answer with suitable reason.
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 all the Questions. **Each** question carries **eight** marks

(2x8=16)

8. As a CEO, you are going to launch a Strategy Consultant Organization (ABC) in India. Your expectation is that this organization should stay for a long time in the market and should grow compare to the Industry. What are the steps you will follow to create as a 'focused differentiation' organization?
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?



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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

SET B

END TERM FINAL EXAMINATION

Odd Semester: 2018-19

Date: 24 December 2018

Course Code: MGT 301

Time: 3 Hours

Course Name: Corporate Strategy

Max Marks: 80

Programme & Sem: MBA & III Sem

Weightage: 40%

Instructions:

- (i) Write legibly and draw clear diagrams wherever required.
- (ii) Diagrams to be drawing using a pencil and scale only. Pen diagrams will be penalized.
- (iii) Scientific and non-programmable calculators are permitted.

Part A

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

1. Explain the concept of Balance Score card. Elaborate with examples.
2. Explain the principles of Blue Ocean Strategy.
3. What are generic strategies? Explain with Examples.
4. Explain the relevance of value chain in identifying the best competitive strategy.

Part B

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

5. Assume yourself as CEO of a multinational company. You have to deploy growth strategy by exploring forward and backward Integration. How would you implement it? Is this a fair idea in our opinion or you suggest some other strategy.
6. "Under its Turnaround 2.0 programme, Tata Motors will work to improve its sales capabilities -- "as the product itself is not enough" -- use experiential marketing to excite the market and cut costs to make its offerings more competitive." How do you see this statement and what's your suggestive strategies for Tata Motors.
7. "The Oberoi is yet to get its glory back! The capital's iconic luxury hotel The Oberoi, which reopened in January after a two-year renovation, does not only have lesser rooms, it also has fewer guests. According to three executives tracking the Delhi hotel market the hotel's occupancy is low - 48-50 per cent - compared with a 65-70 per cent occupancy enjoyed by most peers in the city." In your opinion will it be a good strategy to go for Merger or strategic alliance for Oberoi Hotels at this juncture? Elaborate.

Part C

Answer questions given at the end of the case.

(2Qx15M=30)

Chinese firm bets big on rural India, to launch AC, fridge in 2019
IANS|

Dec 19, 2018, 11.29 AM IST

NEW DELHI: After disrupting India's mobile phone market with brands such as itel, TECNO and Infinix, Transsion Holdings is all set to launch in 2019 its entire range of consumer durables, including televisions, air conditioners, refrigerators and washing machines, under the Syinix brand, the China-based company's India CEO has said. The company is currently doing "market testing" in Rajasthan and Uttar Pradesh with the launch of a 32-inch LED TV for Rs 13,999 and a 40-inch Smart TV at Rs 24,999. "The initial results of market testing in Rajasthan and eastern Uttar Pradesh have been very good. Generally in consumer durables, companies offer one-year warranty, but Syinix offers 24-months warranty. "We will also soon launch 49-inch and 55-inch smart 4K UHD (ultra-high-definition) TV," Arijeet Talapatra, CEO of Transsion India, said. "We will keep the pricing extremely competitive. Unlike other brands that tend to focus only on key cities, our main focus is tier 2,3,4,5 and 6 markets," Talapatra said, adding that the company was also planning to set up a research and development (R&D) centre in India next year. Transsion entered the India market in April 2016 with the itel brand which quickly struck the right chord with the consumers in the county's small towns and cities who were looking for feature-rich, low-cost mobile phones. The itel brand registered over 200 per cent growth that year. Encouraged by the widespread acceptance of the brand in the very first year of operations in India, the company launched in 2017 two other popular mobile phone brands TECNO and Infinix, besides its smart accessories brand oraimo. The company also introduced an exclusive after-sales service brand, Caricare. While the itel brand is positioned for the sub-Rs 6,000 market, the TECNO brand caters to the Rs 6,000 to Rs 14,000 market and Infinix phones are available in the Rs 6,000 to Rs 20,000."By bringing smart devices at affordable price, we are democratising technology. As a brand we are trying to build consumer confidence and goodwill. We want our products to go to the masses," Talapatra added. According to the International Data Corporation (IDC), Transsion retained its position as one of the top five smartphone sellers in the country as its offline-focused TECNO branded phones grew by 26 per cent, followed by itel with 14 per cent quarter-over-quarter growth in the second quarter of 2018. The online exclusive brand Infinix grew by 45 per cent, registering an overall 53 per cent year-over-year (YoY) growth for the company. In 2018, Transsion was included in Facebook and KPMG's list of top 50 Chinese cross-border brands. "In 2019, we will bring triple camera phone, better specifications and notch display," Talapatra said, adding that the company was prepared to move to the 5G ecosystem along with the industry. Established in 2006, Transsion has made its presence felt in some of the biggest emerging market economies across the world. In 2017, the company sold approximately 130 million devices and achieved revenue of around 20 billion Yuan (Rs 21,000 crore) globally. "India is our key focus area and we are committed to the 'Make in India' programme," Talapatra said, while referring to its manufacturing unit in Noida. "We started with CBU (completely-built-up) and moved to SKD (semi-knocked-down). We are now moving to CKD (completely-knocked-down) and by 2019, we will be 100 per cent CKD," he said.

8. Explain the 7's Framework of Transsion Holdings. Also elaborate the competitive strategy of the company with respect to the case.
9. Elaborate Porter's 5 Force model in line with the facts given in the case.



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SET A

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Course Code: MGT 301

Course Name: Corporate Strategy

Programme & Sem: MBA & III Sem

Date: 24 December 2018

Time: 3 Hours

Max Marks: 80

Weightage: 40%

Instructions:

(i) *All Questions are Compulsory*

Part A

Answer **all** the Questions. **Each** question carries **four** marks.

(5Qx4M=20)

1. What are the six principles of Blue Ocean Strategy? Explain with suitable example.
2. What is Reconstructionist approach of Strategy formulation?
3. What is VUCA environment of a business? How to tackle this situation?
4. What are the problems of different competitive strategy in an emerging industry?
5. "No industry structure is immune to today's explosion of information"- Explain this statement with a specific industry of your choice.

Part B

Answer **all** the Questions. **Each** question carries **ten** marks.

(3Qx10M=30)

6. How can each one of the business-level strategies be used to position the organization relative to the five forces of completion in a way that helps the organization earn above-average return?
7. What is Resource Based View of Strategy? How it can help in Competitive strategy formulation? What is your opinion about the application of RBV in VUCA environment?
8. What is technological leadership? How patent can helps an organization for competitive advantage in international market?

Part C

Answer **all** the Questions. **Each** question carries **fifteen** marks.

(2Qx15M=30)

9. Does the Balanced Scorecard resolve the issue over performance measurements? How do you know when you get your scorecard balanced? Suppose that you are a Vertical Head (VH) of International Business of an organization, how you are going to implement BSC? Explain your answer with a suitable example.
10. IKEA is facing tremendous competition from Pepperfry in India and day by day its customers are going down. Being a CEO of that organization (IKEA) what are the steps you will be following to take a right strategic decision for IKEA's Value innovation.