

Name:
Enrolment No:



UNIVERSITY OF PETROLEUM & ENERGY STUDIES
Online End Semester Examination – December 2020

Program: BBA LM
Subject/Course: Business Policy and Strategy
Course Code: STGM3002

Semester: 5th
Max. Marks: 100
Duration: 3 Hours

SECTION A

1. Each question carries 5 marks

Q.No		Marks	COs
	Section A		
1	<ul style="list-style-type: none">In 2017 who was the chairman of Nissan-Renault Alliance.Jaadhu Holdings LLC is a part of which companyName the parent company of Google.What is Strategy	5	1
2	True or False 1) Strategy is not a part of Business planning 2) BCG matrix was created by CK Prahalad 3) Vodafone-Idea is a Joint Venture 4) Strategic Execution is not important for the organization 5) Nikesh Arora is the CEO of Palo Alto Networks	5	1
3	Explain important of Strategy for an Organization	5	4
4	Explain Difference between horizontal and vertical integration	5	4
5	Explain 5 important factors for better strategy execution	5	1,2
6	What do you mean by Resource Based View of the firm	5	1,2

Section B

1. Each question will carry 10 marks
2. Instruction: Write short/brief notes

1	What is Strategic Formulation. Explain with example	10	3
2	Explain Porter's Five Forces. Apply it to market of your choice	10	2
3	Explain Principle of Strategic Execution	10	2
4	Explain the importance of culture in an organization.	10	2

5	<p>You are the CEO of ABC Airlines, a major airline headquartered in Mumbai, India. Operating an extensive international and domestic network, ABC Airline is the world's largest airline by fleet size and revenue, and the second largest by number of destinations served, after British Airways.</p> <p>You are just informed that the price of oil has dropped to \$0. As a CEO what should be your next action plan.</p>	10	2 3
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Section C

1) Short Case Study

1	<p>The world's largest fund - \$100 billion SoftBank Vision Fund (SVF) - is next looking at second generation entrepreneurs in India such as Myntra's Mukesh Bansal and Flipkart's Sachin Bansal for its new round of investing in the country, SoftBank Vision Fund CEO Rajeev Misra and Munish Varma, Managing Partner, EMEA, Asia told BusinessToday. In an exclusive conversation.</p> <p>SVF's focus on second generation entrepreneurs will likely come as a disappointment for hoards of first-gen entrepreneurs hoping to tap into the \$50 billion of unvested funds in SoftBank Vision Fund I.</p> <p>The cautious new strategy may have evolved since its existing investee companies continue to burn cash and struggle for profitability despite years of pumping in billions of dollars</p> <p>With nearly \$11 billion already invested in India in firms such as Paytm, OYO, Ola, Lenskart, Delhivery, PolicyBazaar, Grofers, FirstCry, and Unacademy, the past few years have seen SoftBank pausing its aggressive multi-billion dollar investing run in India on the back of setbacks in investments such as Snapdeal. In 2017, it chose to exit Flipkart in favour of Walmart Inc. Apart from SVF's investments, SoftBank Group has also invested in social media platform Hike which is still to start a revenue model.</p> <p>"We have more capital than we can deploy. That doesn't mean we're going to make silly investments. Given what I lived through last 7 months, I have to answer," say Misra. "We can't migrate our thesis. It's AI, disruptive. I'm not going to invest in a Yes Bank or some retail company, bricks and mortar company. That's not our thesis for investing. The entrepreneur has to be right. The market has to be right. There is no shortage of capital. It is just shortage of opportunities in the world today. Not only in India. It's all over the world</p> <p>Paytm, for instance, reported nearly Rs 4,000 crore in losses on Rs 3,580 crore consolidated revenue in FY19 and another Rs 2,600 crore at around Rs 3,600 crore revenue in FY20. The company said it was able to curtail losses by optimising expenses. Ola and OYO also continue to report losses. As a result, SoftBank reported a net loss of \$17.7 billion in FY20 ending March, 2020 - its first loss ever in 15 years. WeWork and Uber alone contributed \$9.8 billion of that loss</p>	20	3 2
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	<p>SVF's new investments though will only follow the fund's new global strategy to invest exclusively in AI-driven companies which are disrupting their businesses. Besides existing investments, SVF is looking at health tech, edtech and enterprise SaaS as new areas to focus on. "There may be opportunities across this entire spectrum with big offline market moving to online</p> <p>1) What is opinion on Softbank vision fund. Do you think Softbank's India Strategy is over ambitious.</p>		
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ANSWERS