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Your Roll No.....

Sr. No. of Question Paper : 5716
Unique Paper code : 61011601
Name of the Paper : Business Policy and Strategy
Name of the Course : Bachelor of Management Studies (BMS),
2022 LOCF
Semester : VI
Duration : 3 Hours
Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. All questions carry equal marks.
3. Each questions is worth 15 marks.
4. Attempt Five (05) Questions in total Questions 6 (Case study) is compulsory.
5. Attempt any Four (04) questions from Q1 to Q5.

Q1. Answer both parts: (6, 9)

- a. What are the reasons that entice/force companies to go aboard (outside their home markets)? Support your answer with reasoning and examples.
- b. Elaborate (with examples) upon any three of the following ways of international expansion: (3 marks each)
 - i. Licensing
 - ii. Franchising
 - iii. Joint Ventures
 - iv. Setting-up own operations

Q2. Answer all parts: (5, 10)

- a. Why is analysing the Environment in which the company operates important?
- b. With examples, conduct a Porter's 5 Forces analysis of India as a market for a company that wishes to sell handmade pottery products made by local artisans to customers across India.

Q3. Answer both parts: (9, 6)

"Costco Wholesale Corporation is an American multinational corporation which operates a chain of membership-only big-box retail stores (warehouse club). As of 2020, Costco was the fifth largest retailer in the world, and the world's largest retailer of organic foods, and wine as of 2016."

- a. Identify the value creating resources and distinctive capabilities that a company can develop to improve its competitive edge.
- b. How can Value Chain Analysis be used as a tool by an organization to become more competitive? Support your entire answer with appropriate examples.

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Q4. Answer both parts: (5, 10)

“Mother Dairy was commissioned in 1974 and is a wholly owned subsidiary of the National Dairy Development Board (NDDB). It was an initiative under Operation Flood, the world’s biggest dairy development program launched to make India a milk sufficient nation. Over the years, Mother Dairy has contributed significantly in achieving this objective through a series of innovations and programs. Today, Mother Dairy manufactures, markets and sells milk and milk products including cultured products, ice creams, paneer and ghee under the Mother Dairy brand. The Company also has a diversified portfolio with products in edible oils, fruits, vegetables, frozen vegetables, pulses, processed food like fruit juices, jams, etc. to meet the daily requirements of every household.”

Mother dairy wishes to identify strategies for various products in its portfolio.

a. Comment upon the relevance and importance of portfolio analysis as a tool for analysing the current strengths and weaknesses of the product mix marketed by a company.

b. Apply the BCG matrix for Mother dairy and identify the strategies that you find appropriate for Mother Dairy products to find growth.

5. Write short notes on any THREE (03) of the following: (5 marks each)

- a. Impact of the Leader/ CXO on the strategic direction of a company
- b. Strategies for Renewal
- c. Generic Competitive Strategies
- d. Strategic Planning Process
- e. Strategic Gap Analysis

6. Case Study (compulsory)

Schneider Electric Infrastructure Limited (SEIL) was incorporated in the year 2011. SEIL is engaged in the business of manufacturing, designing, building and servicing technologically advanced products and systems for electricity network. With global presence in over 100 countries, Schneider, headquartered at France is the undisputable leader in Power.

The world is changing at an unprecedented rate driven by a booming digital economy. Technologies such as the Internet of Things (IoT), Artificial Intelligence and big data analytics are making companies more efficient and innovative, and boosting their competitive advantage. SEIL’s innovation helps our customers and partners make a successful digital transformation in energy management.

Their technologies harness the power of digitisation, enabling the customers to become more efficient, safe, reliable, connected and sustainable. They make it possible for IoT-enabled solutions to seamlessly connect, collect, analyze and act on data in real-time delivering enhanced safety, efficiency, reliability, and sustainability. SEIL achieves optimization through digital transformation up to 80% in engineering costs and time, up to 75% in maintenance cost and up to 50% in Carbon footprint.

SEIL manufactures a wide range of products that includes Transformers, Power Transformers, Switchgears (Primary & Secondary Switchgears), Medium Voltage Switchgear, Protection Relays, Differential Relay, Electricity distribution management systems, a software suite for self-healing smart grid, e-House & smart cities applications.

SEIL’s key end markets include Power Generation, Transmission & Distribution, Oil & Gas, Metro, MMM and other Electro Intensive segments, etc.

Recently, Schneider Electric announced new alliances with leading local partners in India. Announced by Schneider Electric, the partnership model, known as the license model, is a strategic

move towards supporting 'Make in India', while concentrating on world-class products and technical support. The licensees will have a defined role in terms of geographies and segments allowing them to participate in the world-class digital advancements, planned by the different stakeholders in the Indian energy landscape.

Case Questions: (Answer both questions) (5, 10)

Q1. What advantages does Schneider possess that could help it bid for more contracts with Indian energy projects?

Q2. Do a PESTEL of IoT products in the energy sector in India?