

Set B
UPC: 61011601

Course: Bachelor of Management Studies (CBCS)

Paper: Business Policy and Strategy

Semester: 6

MaximumMarks: 75

Instructions for candidates:
Total duration of the exam is 3 hours
Answer any 4 questions.
All questions carry equal marks.

Q1. “Byju’s has acquired tutorial chain Aakash Educational Services Ltd (AESL) in a cash and stock deal estimated at \$950 million, sealing its largest buyout in April, 2021. India’s most-valued edtech startup had already snagged coding tutor WhiteHatJr in a \$300-million deal amid the pandemic last year.

Byju’s buyout of AESL is also among the largest acquisitions by an Indian startup — bigger than Snapdeal’s purchase of Freecharge for \$400 million in 2015 and Flipkart’s acquisition of Myntra for an estimated \$330 mil.

According to Raveendran, “This acquisition (AESL) will help Byju’s cross the \$1 billion mark in revenues for the next financial year. We are looking at closing the next year at \$1.2-1.3 billion in revenues.”

Comment upon the use of Mergers and Acquisitions as a tool for Inorganic growth.
What all should a company take care of while identifying suitable target(s) for M&A? Discuss some of the reasons for the failure of M&A activities across the world. Support your answer with suitable examples.

Q2. Comment upon each of the four generic strategies proposed by Michael Porter which organisations can adopt.
Also discuss the advantages of each strategy from the point of view of competitive advantage. Give examples for each of these 4 strategies to show how they have been implemented in the real world by companies across the world.
For all four strategies, discuss how the company needs to tailor its business activities so that it can apply the chosen strategy for itself.

Q3. How can Value Chain Analysis be used as a tool by an organisation to become more competitive? Choose an organisation of your choice and identify the value creating resources and distinctive capabilities that it has developed as its competitive edge.

Q4. “The General Electric Company (GE) is an American multinational company. For more than 125 years, GE has invented the future of industry. The General Electric Company was founded by Thomas A. Edison in 1889. The logo for GE is known as the monogram. It has existed since the Edison era of the 1890s and remains largely unchanged for 125 years. GE has long been a leader in Power, Renewable Energy, Aviation and Healthcare. Today, GE also leads in delivering solutions across Additive Manufacturing, materials science and data analytics. GE has a local presence, a strong brand, and deep customer relationships in more than 170 countries, and have invested in emerging markets for more than 100 years. GE is the world’s Digital Industrial Company, transforming industry with software-defined machines and solutions that are connected, responsive and predictive. From Thomas Alva Edison’s first incandescent light bulb to the latest jet engine brimming with internet-connected sensors and 3D-printed parts, GE has pioneered technologies that have spurred world-transforming changes and improved the lives of billions. Their equipment and solutions are

deployed in more than 64,000 commercial and military aircraft (including GE and its joint venture partners), 45,000 onshore wind turbines, 7,700 gas turbines, and more than four million healthcare installations.”

What is the importance of portfolio approach for a multi business company like General Electric? What are the shortcomings of using this approach? Explain any one portfolio that can be used by such a multi business firm.

Q5. Why is analysing the environment in which the company operates important? Conduct a PESTEL analysis of India as a market for a new company that wishes to offer an OTT (Over the top-OTT refers to film and television content provided via a high-speed Internet connection rather than a cable or satellite provider like Netflix etc.) Platform in India. Mention specific instances of each PESTEL factor and support with relevant examples.

Q6. When do firms decide to internationally expand their operations? Discuss the conditions that should be considered by a firm desirous of internationally expanding operations. Elaborate the ways in which a firm can internationally expand operations.