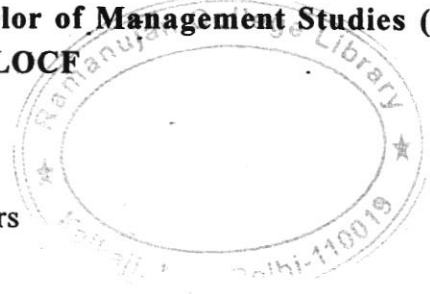


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[This question paper contains 3 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : **6833**
Unique Paper Code : **61011601**
Name of the Paper : **Business Policy and Strategy**
Name of the Course : **Bachelor of Management Studies (BMS),
2023 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. Attempt ALL questions

1. Walmart Inc. is an American multinational retail corporation that operates a chain of hypermarkets, discount department stores, and grocery stores. Started in 1962, headquartered in the U.S., Walmart began its business as a retail store with its USP (unique selling proposition) of providing products at a cheaper rate than what is available in the market to the consumers. Walmart deals in grocery, health and fitness, apparel, entertainment and home products. They work on a business model which eliminates the middle man from all the distribution channels in business, also provides benefits to the ultimate consumers by providing them products and services with the lowest prices.

Walmart has the main motive to enter every segment in the market and dominate them by offering the lowest prices to the consumers. Walmart follows the principle of buying the whole lot in a single go. In this manner, the company gets a quantity discount from the manufacturer and sells in small quantities to the ultimate consumers at a low price. They have high sales volume through which they have high earnings.

P.T.O.

By following the principle of everyday low prices, they penetrate the market with their business strategy. Walmart has a large customer base and scale of operations. Walmart's distribution system is the largest in the world.

It focuses on three aspects lower cost for inventory storage, reduced transportation costs and products spend less time in transit. Walmart introduced BARCODE to manage huge inventory efficiently and effectively. This helped Walmart to manage its huge and diversified inventory into a systemized format and create a system of stock in and stock out. Walmart always prefers to use standard and less number of parts and always manufactures the goods in those countries where the labour cost is cheap. Thus gaining a competitive advantage.

In 2018, the US retail giant Walmart Inc. picked up 77% stake in India's largest online retailer, Flipkart for \$16 billion marking world's biggest purchase of an e-commerce company.

- (i) Identify the competitive strategy adopted by Walmart? What capabilities enable Walmart to pursue the identified competitive advantage? (5)
 - (ii) How does the competitive strategy pursued by Walmart enable it to maintain its high customer base and deal with the 5 forces? (5)
 - (iii) Walmart's purchase of an e-commerce company Flipkart is indicative of which corporate strategy. How is it advantageous for Walmart to undertake such a strategy? (5)
2. Explain the concepts below comprehensively (Choose any **THREE**). (3×5=15)
- (i) Mission and Vision statement
 - (ii) Pitfalls of pursuing a Focus (differentiation) strategy
 - (iii) Core Competency
 - (iv) Strategic Groups
3. (i) "Industries pass through different stages in their life cycle." Identify the life cycle stages that industries go through and suggest appropriate corporate level strategies that firms have an option to use in each of these stages. (8)

- (ii) With reference to the Indian business environment identify a key trend for each letter of PESTEL and one industry or firm that would be affected by that trend? (7)

4. Answer any THREE of the following (3×5)

- (i) What conditions, externally and internally, would be desired/necessary for a firm to diversify?
- (ii) List five reasons why many merger/acquisitions historically have failed.
- (iii) What strategies are best for turbulent, high-velocity (rapid-fire technological change, short product life-cycles, rapidly evolving customer expectations) markets?
- (iv) Define and explain "first mover advantages."

5. (i) Jubilant Food Works Limited is an Indian food service company based in Noida, Uttar Pradesh which holds the master franchise for Domino's Pizza in India, Nepal, Sri Lanka and Bangladesh. Domino's began accepting online orders in 2011, and online orders accounted for approximately 18-20% of total sales as of December 2013. Pizza chain powerhouse Domino's Pizza generated a revenue of 4.54 billion U.S. dollars worldwide in 2022. This figure has steadily increased over the past fifteen years. From a largely uncontested online delivery service in 2011 to a highly cluttered market for online delivery today further challenged by the presence of aggregator and food delivery giants such as Zomato and Swiggy. How can Dominos use the value chain analyse to help it to maintain its competitiveness in light of the growing competition? (8)

(ii) "The Porter Diamond model is a strategic economic model that tries to explain why one nation-state is more successful in a given industry than another." In the light of the statement, explain why are firms based in a particular nation able to create and sustain competitive advantage against the world's best competitors in a particular field? (7)