

JK Lakshmipat University Jaipur

Institute of Management
End Term Examinations, 2024
BBA V SEM (2022-2025)

Roll No.....

ST1102: Business, Competitive, and Digital Strategies

Time: 3.0 hours

Max. Marks: 100

Instructions to students:

1. Do not write anything other than your roll number on question paper.
2. This Question Paper has a Total of 20 Questions.

SECTION A

Short Answer Type 10 Questions - 20 marks

Q#	QUESTION	Marks
1	What is the outcome of People driving People Transformation, and People driving Technology Transformation?	2
2	What is the difference between Transformation and Disruption. Is Social Media a disruption or Transformation for businesses – explain your reasoning	2
3	Explain the difference between Digitization and Digitalization	2
4	Which kind of diversification does not create new customers? Give an example of how a University may diversify into one such activity?	2
5	#Bad-Accounting Bank joined hands with #No-Guarantee Insurance firm to create a financial services super house, resulting in the new entity operating under the #No-Guarantee brand. Was this a merger or an acquisition? Which is the larger entity of the two, and who controls power in the new structure?	2
6	#Flat-Tire Garage is sending reminders to its patrons on their birthdays and anniversaries. This is an example of which Strategy in the Buyer's Journey? Under what strategy will it roll out 6-month Warranty on used cars?	2
7	Name any four Customer Engagement Tools.	2
8	Name any two Product attributes for an exciting User Experience	2
9	Name the four Product risks	2
10	The Service Manager for #Pearly-White-Dentist decides to eliminate the self cleaning feature of its implants. With reference to ACE Matrix, how do you think this service might have been positioned in the market, and what would have been the public sentiment about it.	2

SECTION B
Long Answer Type 7 Questions - 35 marks

Q#	QUESTION	Marks
11	What is the use of BCG Matrix in Strategy. Name and describe the four categories in which the Product Portfolio of a company may be categorised in BCG Matrix.	5
12	What is the difference between Absolute Advantage and Comparative Advantage. Give an example. How does opportunity cost determine the Comparative Advantage of a firm over another?	5
13	Deshbhakt Enterprises is interviewing two candidates, Jawaan and Pathaan, for Chief Transformation Officer. Jawaan presented a 5 year roadmap to digitize the operations, implementing the Board's desire to implement an AI/ML driven procurement solutions along with an eCommerce platform to capture online market. Pathaan put forward his proposal to withdraw 30% of the managers across the company from their daily operations, reducing critical customer face time, and raising a loan of Rs 15 Cr to deliver Digital solutions that may not harness AI/ML technology across the firm. Which candidate should Deshbhakt Enterprises hire – provide two reasons for selecting or rejecting respective candidate.	5
14	Provide two differences between Digital Strategy and IT Strategy. Name and define any two components of IT Strategy Framework.	5
15	What is Diversification? Provide an example of Horizontal, Vertical, Concentric and Conglomerate Diversification for a railway Company, whose primary business activity is to run trains.	5
16	Prof. Bhooley was preparing for his class when his laptop broke and he lost access to his lecture. He now only has few flyers from a newspaper to discuss with the class. Identify the strategies adopted by the below firms in the following scenarios, while drawing up their buyer journey – as also which of the 5 W's does each scenario correspond to a) Apple offers to buy back any old tablet at Rs. 1000/- from new customers b) MakeMyTrip engages Ranveer Singh and Alia Bhatt for its promotion c) Uber offers a Cab-in-5-Minutes in the event of your own car breaking down d) Indigo offers seats for passengers offboarded last minute from other flights e) Citibank sets up a counter at airport to sell Forex and Phone cards	5
17	a) What is Product-as-a-Service (PaaS) model? Will you be able to deliver following products in a PaaS model – give reason, Why / Why not for each product? If yes, describe the PaaS solution you would offer b) Household Drilling machine c) Laptops for Business	1 2 2

SECTION C
Case Analysis Type 3 Questions – 45 Marks

Q#	QUESTION	Marks
18	Read the below case let and answer the questions that follow: MyGate, a Bangalore-based company, is among the most popular app-based security management providers in India that offers an app-based security and community management solution. MyGate's app supports several services such as Visitor Management, Staff Management, Child Security, Delivery Management, Concierge, Communications Management, Property Management, Accounts, Insurance, Smart Homes and Helpdesk. The app offers a variety of necessary services like painting, cleaning, pest control, and moving and packing. With the integration of these services, MyGate becomes a full-featured society management tool, going up against well-known competitors like NoBroker and Urban Company. Some majorUSPs of the MyGate app are that it is easy to use, online 24x7 customer support, versatile and easy to operate. MyGate makes revenue from different resources, some of the prominent ones being residents' Subscription, Home service Fees, Value Added services, Transaction fees and Insurance Premiums.	15
	a) Is MyGate a Transformation or Disruption – give three reasons for your answer	3
	b) Develop the Ace Matrix for a security services company before MyGate arrived on the scene, highlighting features that it would offer, and customer sentiment for the same.	6
	c) Use the Ace Matrix above to develop an ERRC Grid for MyGate that would have helped in creating a Blue Ocean Strategy.	6
19	Industry has been abuzz with Merger of Air India with Vistara.	
	a) Highlight three differences if Air India had acquired, instead of merging with Vistara.	3
	b) Describe the 5 pay-out options available to Air India, while merging with Vistara.	5
	c) Highlight at least 3 risks that Air India assumes in merging with Vistara.	3
	d) Also mention at least 2 intangible assets that Air India will have to pay for, in merging with Vistara.	2
	e) Describe at least one Pre-Merger and one Post Merger activity that media would be interested in, while reporting on this merger.	2
20	Outline the Buyer's Journey Map for a Chocolate manufacturer	5
	Design a Customer Journey Map for a Youthful Chocolate Brand	4
	Highlighting the distinction from the Buyer's Journey and the Strategies across the Customer's Journey Map.	4
	Provide at least two examples for each strategy, in developing your Customer's Journey Map	2