



Name:	
Enrolment No:	

UPES

End Semester Examination, Dec 2024

Course: Business Strategy by Firms-based in Emerging Market Economies	Semester : III
Program: MBA-SC-KPMG-III	Time : 03 hrs.
Course Code: STGM8026P_3	Max. Marks: 100

Instructions: No electronics items are allowed. No laptops, mobile phones, smart watches & Bluetooth earphones.

All questions are compulsory.

It's a closed book exam.

Q10 has an internal choice. Answer one.

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q1.	<p>1. Consumers demand global-standard products that are customized to their needs and wants and customers are increasingly price -sensitive! Which layer of emerging market structure are we targeting.</p> <p>a) Global b) Glocal c) Local d) Bottom of the Pyramid</p>	2	CO1
	<p>2. In the SPACE analysis, what does a (+6, +3) strategy profile portray!</p> <p>a. A strong industry position. b. An unstable environment c. A stable environment d. A weak industry position. e. A weak financial position</p>	2	CO1

	<p>3. Strategic Position and Action Evaluation Matrix (SPACE) is a four-quadrant matrix. Identify the wrong quadrant!</p> <p>a. Aggressive</p> <p>b. Conservative</p> <p>c. Defensive</p> <p>d. Penetrative</p>	2	CO1
	<p>4. The ability to generate and capture profits in an industry derives from_____. A firm has _____ when the network of customers, suppliers and complementors in which it operates is better off with the firm than without it. Fill in the blank with right one option.</p> <p>a) Added Value</p> <p>b) Economic value add</p> <p>c)Differentiation</p> <p>d) Competitive advantage</p>	2	CO1
	<p>5. These institutional voids make a market “emerging” and are a prime source of the higher transaction costs and operating challenges in these markets. (True/False)</p>	2	CO1
	<p>6. Companies face similar strategic choices as they respond to institutional voids in emerging markets. Pick the wrong option.</p> <p>(1) Replicate or Adapt.</p> <p>(2) Compete alone or collaborate.</p> <p>(3) Accept or attempt to change market context.</p> <p>(4) Enter, wait or Exit</p> <p>(5) Liquidation.</p>	2	CO1
	<p>7. Buyers differ in what they want and how badly they want it. Some customers in a bookstore wants novels while others look for business books. This disparity, in which different customers rank products differently, is known as-----differentiation.</p>	2	CO1
	<p>8. Commitments towards a market are positively corelated to the market knowledge a company possesses. (True / False)</p>	2	CO1
	<p>9.Internationalization process model (IP Model) explains how companies gradually increase their activities in foreign markets. (True/False)</p>	2	CO1
	<p>10. United Nations (UN Model) of multinational management suggests treating foreign subsidiaries in a remarkably uniform manner. (True/False)</p>	2	CO1
<p>SECTION B</p> <p>4Qx5M= 20 Marks</p>			
Q2.	List and briefly explain four strategic choices companies face as they respond to institutional voids in emerging markets.	5	CO2

Q3.	A firm can achieve competitive advantage by devising a way to – (a) Raise willingness to pay a great deal with only slight increase in costs (b) Reap large cost savings with only slight decrease in customers willingness to pay. What type of strategy would you call option (a) & (b). Explain both using suitable examples.	5	CO2
Q4.	Localization strategy is adopted incrementally by companies in the new markets. Identify four sequential steps taken in order of increase levels of commitment. Apply these steps in explaining Haier’s US market entry in the early 1990s. Use learning from ‘Hair in India’ case.	5	CO2
Q5.	What are the key marketing challenges when entering an emerging market! How is entering an emerging market different from entering a western market! Use learnings from ‘Carlsberg in Emerging markets ‘case.	5	CO2

SECTION-C
3Qx10M=30 Marks

Q6.	Information technology behemoth Tata Consultancy Services (TCS) aims to focus more on emerging markets as part of its long-term growth strategy, at a time when demand from two of its largest markets –US and Europe- remains muted. Is this a right strategic decision! Explain & demonstrate your understanding how will TCS fight and manage institutional voids in these markets.	10	CO3
Q7.	GE Aerospace hopes to get more orders for its new GenX engines from ‘Humid’ southeast Asia market. Company claims GenX engines perform well in extreme conditions and continues to learn. Do you think airlines in emerging markets will opt for these new generation engines and show willingness to pay higher prices for these engines! Identify differentiating factors and explain the concept of Differentiation strategy in this case.	10	CO3
Q8.	De Beers and Tanishq Forge Strategic Partnership to Boost Natural Diamond Market. They have announced a long-term strategic partnership aimed at enhancing the connection between Indian consumers and natural diamonds. Explain using appropriate model/framework why ‘Strategic Alliance’ is an option for De beers & Tanishq in an emerging market like India. Do you think it’s part of the four sequential steps recommended to be taken while entering an emerging market, in order of their increasing level of commitment. Demonstrate your understanding!	10	CO3

SECTION-D
2Qx15M= 30 Marks

Q9.	Refer Case - Tesco PLC: Strategy for India Analyze the case and explain how Tesco should sustain the first mover advantage of being the first-global multi-brand retailer to be allowed to invest in India.	15	CO4
Q10.	Analyze the case and exhibit your insight - How should Tesco fine-tune its tried and tested global strategy model to suit the Indian retail market! OR How should Tesco avoid the kind of failure it had recently experienced in its US business!	15	CO4

