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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

(SOB- IIInd chance),End Examinations, July 2020

Program: BBA FAS

Subject (Course): Business Policy and Strategy

Course Code : STGM3002

No. of page/s:6

Semester – 6th

Max. Marks : 100

Duration: 3 Hrs.

Section A (CO1,CO2)

Short answer Questions: (any 6 to be done)

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| 1) Explain Strategic Formulation with example | 5 Marks |
| 2) Define role of board members in an Organization. | 5 Marks |
| 3) Define Internal analysis in Strategic Business.Explain with example | 5 marks |
| 4) Define PESTEL Analysis. With example | 5 marks |
| 5) List three why Culture is important in an Organization | 5 marks |
| 6) What is Public Private Partnership.Explain with example | 5 marks |
| 7) Define External Environment of an Organization | 5 marks |

Explain the following (any 5)

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| 1) Explain Internal Factor evaluation matrix and its relevance in todays business. | 10 marks |
| 2) Explain Importance of Strategic execution in todays environment. | 10 marks |
| 3) Explain Porters five forces model | 10 marks |
| 4) Explain role of good leadership in Business | 10 marks |
| 5) Explain Boston Consulting Group Matrix | 10 marks |
| 6) Explain SWOT analysis with example | 10 marks |

Case study

Case Study 10*2= 20 MARKS

The Softbank Debacle

SoftBank has abandoned plans to raise \$108 billion for its second Vision Fund, after investments in WeWork and Uber have scared off potential investors.

Instead, the Japanese technology conglomerate will seek to finance a smaller bridge fund on its own for the next couple of years, before building a second Vision Fund, founder and CEO Masayoshi Son said Wednesday, according to Bloomberg. After a lot of reflecting, it seems right that the scale is somewhat reduced this time," he said during a press conference in Tokyo to discuss earnings, according to the report. "We can start slightly smaller for the next year or two with a kind of bridge fund and build on those results to raise a second fund."

The announcement comes as activist investor Elliott Management has quietly amassed an almost \$3 billion stake in SoftBank, and has begun pushing for changes at the company, including share buybacks and increased governance and transparency. Elliott believes SoftBank's shares are undervalued in comparison to its assets. Son welcomed Elliott's increased role, and said Wednesday, "we are basically in agreement on carrying out large buybacks when the finances allow it."

Previous Vision Fund investors, including Saudi Arabia's Public Investment Fund and Abu Dhabi's Mubadala Investment, remain noncommittal to a new fund. SoftBank is under fire from shareholders over the WeWork debacle, other poor investments, and part of its plan to finance its second Vision Fund, according to the Wall Street Journal. Capital Group, Tiger Global Management, Southeastern Asset Management, and other investors privately blasted the Japanese conglomerate over recent losses in its Vision Fund, the newspaper reported, citing people familiar with the matter.

AllianceBernstein, Odey Asset Management, and other shareholders have joined the disgruntled investors in slamming SoftBank's intention to lend up to \$20 billion to CEO Masayoshi Son and other executives for them to invest in Vision Fund II, the Wall Street Journal reported. SoftBank slashed its valuation of WeWork by more than 80% to less than \$5 billion in the three months to September 30 after the coworking group's IPO fell through, leaving it short of cash.

The pair agreed a \$9.5 billion rescue deal last month, but SoftBank delayed its tender offer — a commitment to buy up to \$3 billion worth of WeWork shares — by nearly three weeks as it explored ways to save money and shrink cofounder and former CEO Adam Neumann's \$1.7 billion departure deal.

SoftBank Group said it earned a small operating profit of \$24 million in the last quarter of 2019, down from \$3.1 billion during the same period in 2018, according to Bloomberg. The Vision Fund lost \$2.05 billion in the last quarter of 2019. Those investments were largely affected by the downfall of WeWork, and the underwhelming performance of Uber's public offering.

Question1: Do you think Softbank has wrongly estimated its strategy 10 marks

Question 2 : What next Softbank can do to improve its profitability. 10 Marks