

[31002]

M.B.A DEGREE EXAMINATIONS

THIRD SEMESTER

Paper - II : VUCA MANAGEMENT

(W.E.F 2016-17 Admitted Batch)

Time : 3 Hours

Maximum : 75 Marks

SECTION - A

I. Answer any FIVE questions not exceeding one Page each: (5 × 4 = 20)

- 1) Advantages of Globalization.
- 2) Benefits of Derivatives.
- 3) Salient features of restructuring.
- 4) Importance of Planet-Ecological bottom line.
- 5) What is customer oriented-pricing?
- 6) Certainty Equivalent Approach.
- 7) What is Strategic Joint Venture?
- 8) Explain five factors a strategic alliance.

SECTION - B

II. Answer all the question not exceeding 4 pages each: (5×8=40)

1. a) What is VUCA? And explain VUCA mitigation strategies.

OR

- b) Explain the different challenges in Business in the present corporate era.
2. a) What is sensitivity analysis? Discuss in detail the assumptions and steps involved in sensitivity analysis.

OR

- b) What is Turnaround Strategy? Explain the certain indicators which make it mandatory for a firm.

3. a) Explain the various challenges of business sustainability.

OR

- b) 'Conglomerate firm tends to have higher market value of its shares due to lower cost of capital'. Elucidate the statement.

4. a) What is Crisis Management? And explain the role of employees in crisis.

OR

- b) What is Triple bottom line? And explain the People-Social bottom.

5. a) What is Strategic Leadership? Enumerate the salient features of Strategic Leadership.

OR

- b) Explain the various issues of VUCA in product management.

SECTION - C

III. Case Study (Compulsory)

(1×15=15)

Chinese smart phone maker One Plus in India, the world's second largest smart phone market. One Plus came to India in late December 2014 and in just four years emerged as the number one smart phone brand in the Indian premium smart phone segment. In India, One Plus positioned itself to appeal to users of high-end phones and undercut rival products on price, despite closely matching them on specifications.

One Plus's strategies in India which included launching premium smart phones at affordable prices, customer centricity, community building, clever marketing, and the online-to-offline (O2O) approach. One Plus's core strengths were an obsessive focus on product design and quality, branding, and customer engagement. The company focused primarily on viral marketing and community interaction such as word-of-mouth and social media to spread brand awareness. With the launch of its first flagship smart TV - the One Plus TV - exclusively in India in September 2019, One Plus planned to develop a strong ecosystem of products in order to strengthen its premium-only brand proposition in the country.

Despite its phenomenal success in India, One Plus had several challenges ahead. These included fierce competition, issues relating to scaling offline, price sensitive Indian consumers, low smart phone penetration, and an economic slowdown. Moreover, as One Plus phones were getting expensive, the company faced the risk of losing

price conscious customers. As India continued to be a critical market for One Plus, the challenges before Vikas Agarwal (Agarwal), General Manager, One Plus India, were to increase adoption of One Plus devices in India, expand offline, crush competition, and continue to rule the premium Indian smart phone segment.

Questions:

1. What are the One Plus's globalization strategy and its entry and expansion strategy in India?
 2. What are the factors that contributed to the success of One Plus in India?
 3. What are the future strategies that One Plus can adopt to sustain its position as a leading player in the Indian premium smart phone market?
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