

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/PGDM (SM)/PGDM (M)
THIRD TRIMESTER (2018-20),
END TERM EXAMINATIONS, MARCH 2019

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| Course Name | STRATEGIC MANAGEMENT | Course Code | GM 301 |
| Max. Time | 2 Hours | Max. Marks | 40 |

Instruction: Answer all questions. (This question paper is having 2 pages)

Q1. Select a firm in the airlines or telecommunication industry in India.

(4 + 4 Marks)

- a. Identify the resources (and competences) of the firm you have selected and sketch out how the resources and core competences have changed over time. Why have these changes occurred?
- b. For this firm, evaluate the strength of each of Porter's Five Forces:

| Industry Force | High/ Medium/ Low | Reason | Impact |
|----------------------------------|--------------------------|---------------|---------------|
| Threat of new entrants | | | |
| Power of Buyers | | | |
| Power of suppliers | | | |
| Power of substitutes | | | |
| Rivalry between existing players | | | |

Q2. a. Describe conceptual diagram of Porter's Generic Strategies with suitable examples.

(4 + 4 X 2 Marks)

b. Assess and outline the competitive strategies of 2 of the following organizations:

- i. IndiGo Airlines
- ii. Fabindia (Retailing garments and ethnic products handmade by craftspeople)
- iii. GE Healthcare India (Medical technologies and services provider)

Q3. Write brief notes on any 3 of the following strategic tools with examples from industry:

(4 X 3 Marks)

- a. CPM (Competitive Profile Matrix)
- b. BSC (Balance Score Card)
- c. Porter's Value Chain Model
- d. Elements of Mission Statement

04. Read the given case on how 'Disney Land' made a successful turnaround of their company.

(4 + 4 Marks)

Disney Land is one of the famous amusement parks that was established over 40 years ago. Even with the recent economic recession, this company has attracted over 50 million visitors per year and achieved record revenue, and the company's secret of success has become a sensational news in diverse media. There are probably many factors for the Disney Land's success but when you see the people working here, you can't help but think, "Aha! So this is why they're so different." People who first visit here are astounded by the mega scale of the facilities that includes large rides, water leisure facilities, golf course, concert hall, ski slopes, and casino. But in a short time, they are all moved by the friendly service from the exceptional service provided by all the employees including the parking attendants, cleaners, restaurant employees, and facility workers. This is the main reason why they come back. First, the employees at the Disney Land do not call themselves as staff or employee but as 'cast member'. They provide fun and happiness to any customers who approach them. The park guides sometimes make cute balloon dolls and give them to children, and the cleaners clean up the area in a way as if they are performing a show. The cruise restaurant employees in their funny uniforms remember all the names of the children and joke with them every time they bring out a dish.

They also use unique titles for themselves. The police is called 'security host' and the drivers are called 'driving guide', and here, they say that they are not "working" but "performing on stage." All the employees act as if they are the host at the theme park and they believe that they are directing a "One Big Show". For this reason, all the visitors can't help but think "How can they be so happy with their work?" But they were not like this earlier. When the theme park opened for business in the early 60s, the founder wanted to create a theme park that provides diverse rides and activities for children in a family, while maintaining the hotel-resort atmosphere to general visitors. At that time, the employees just managed the amusement facilities, provided the directions, and cleaned dirty areas. As Disney Land evolved and faced difficulties, their employees had created "their own missions" to complete for themselves. Each employee did what they felt was right to serve the customers. But as people's awareness about leisure activities and their life pattern changed, the customers started to demand more than just an amusement park from Disney Land.

What was once a playground mainly for the children, more and more people in their 20~30s started to visit the theme park for leisure, and even family visitors wanted diverse entertainment activities, performances, educational experience, and enjoyment. Accordingly, the theme park had to be transformed to satisfy their diverse demands for survival and growth.

Theme parks all around the world were experiencing deficits or even being sold off by other companies. With such a long recession, the Disney Land had to provide a differentiated service. In line with such expectations from customers, the management demanded a new transformation. One of various attempts was a unique formula expressed as '100-1=0', which emphasized mind transformation on the customers. The meaning of this formula is that if one customer is not satisfied, the entire customer service value equals zero. Since a mistake by a single employee would nullify all the efforts of other employees, each and every employee had to transform their attitude towards customers to provide customer satisfaction.

(<https://disneyland.disney.go.com/>)

- a. Identify the various levels of strategies in the case.
- b. Apply McKinsey's 7s Framework in defining the changes made in each of 'S'

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