

Time: 3 hours

Max. Marks: 70

**Instructions**

*This is an open book exam. You are free to read materials available online and offline. What you are not free to do are these: 1. Not consult another person (friends, family, teacher, etc),  
2. Copy and paste materials from online/offline sources*

*Even if you have written 'the correct' final answer, you will get a score of zero if 1. you give an answer without explanation, or 2. your answer does not match your explanation, or 3. your answers looks exactly like someone else's answer or materials published offline/online..*

*To get a non-zero score, solve the paper yourself. Explain using your own words and show all your work to get points.*

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**All questions are compulsory**

Go to the following 3 links (will only work with your fms.edu id)

[https://drive.google.com/file/d/1o8gcZ7bMiNuy5yNtaOVwe45HF\\_d5ywyj/view?usp=sharing](https://drive.google.com/file/d/1o8gcZ7bMiNuy5yNtaOVwe45HF_d5ywyj/view?usp=sharing)

<https://drive.google.com/file/d/1osIvIP7AWibXhHmZJn0W-2IFTINQVFoj/view?usp=sharing>

[https://drive.google.com/file/d/1IofInveVngr2MOgUPC\\_4Yl49Sz2fgoG/view?usp=sharing](https://drive.google.com/file/d/1IofInveVngr2MOgUPC_4Yl49Sz2fgoG/view?usp=sharing)

and read the three documents related to the case. Answer mostly on the basis on the material presented in the cases. But, since this is an open book exam, you can also refer other online and offline material. Please use reputable sources. Mention all sources and give a Reference List at the end.

State the assumptions that you are making clearly and back them up (wherever you can) using real information. Discuss the theoretical underpinning of each of the tools you are using. Use data from reliable sources.

1. If you were the decision-maker at Singapore Airlines (*SIA*), would you enter the Indian airline industry? Explain your response using appropriate theoretical frameworks. Also, explain why you have chosen these frameworks in particular.  
*20 marks*
2. Why are the Low-Cost Carriers (LCCs) able to offer such low prices? What are some of strategic tools (or levers) that LCCs can use to lower unit cost? Explain using a tabular format mentioning each category where cost can be reduced and the strategic levers that has been/can be employed to do that. What are some of the impediments?  
*15 marks*
3. How and why do the strategies of LCCs and *SIA* differ? Again, do this in a systematic way as described in the last question.  
*15 marks*
4. What, according to you, are the primary sources of competitive advantage that *SIA* has developed and used over time? Use an appropriate framework to answer this question. Again, explain why you have chosen to use this particular framework. Can *SIA* 's existing core-competencies help it specifically in the Indian market? Explain.  
*20 marks*