

MBA (FT) – November/December 2020
MBAFT - 6302 **Strategic Analysis**

Time: 3 hours

Max. Marks: 50

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 full points.

All questions are compulsory

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

https://drive.google.com/file/d/1rXa99JGampkxF32wJEBongk0sHa_KrFx/view?usp=sharing

and read the case. Answer mostly on the basis on the case. But, since this is an open book exam, you can also refer other online and offline materials. For the last question, refer to most recent materials available online. 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. What is the *Economic Logic* behind Ducati's turnabout? There is substantial literature on how firms can improve their value proposition by adjusting costs and/or changing consumer's willingness to pay. Use that literature and other tools to answer this question.

(10 marks)

2. How did Ducati develop its resource and capabilities, more notably the intangible ones? Pick two strategies to discuss this point.

(10 marks)

3. Analyse the positioning of this company vis-à-vis the industry structure using a suitable tool that you have learned this semester. Can you link this competitive position to Porter's Positioning framework? Using that framework to comment on how Ducati can use this position to improve its performance.

(10 marks)

4. Is this momentum sustainable? Use an appropriate framework to address this question. Discuss the challenges.

(10 marks)

5. Jump to present day. Review all your answers in light of what you know now. Do you foresee big changes in terms of strategy in light of the Covid-19 pandemic? Discuss.

(10 marks)