GL BAJAJ
Institute of Management & Research
Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

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POST GRADUATE DIPLOMA IN MANAGEMENT (2020-22)
MID TERM EXAMINATIONS (TERM -III)
Academic Session- 2020-21

Subject Name : Strageic Management	Time: 01.30 hrs
Sub. Code: PG 25	Max Marks: 20

Note:
1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.
2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION– A   04+04 = 08 Marks

Q. 1: Case Study: **Netflix India Strategy-** making more desi and accessible

After launching its services in India in 2016, Netflix has been tweaking its content strategy to make it more broad-based. When Netflix started services in 2016 it was seen as a niche platform catering to the English speaking urban elite segment. It entered as a very key premium player in the market but from the time it entered, the strategy has been to become more and more local.

India has the second highest number of internet users behind China, with around 570 million internet subscribers and growing at a rate of 13% annually, according to EY. EY added that localization and "differentiated content" are vital for firms to reach a broader set of Indian consumers, especially those outside the large cities.

Netflix competes with the likes of Disney, Amazon, Hotstar and over 30 additional services in India that is one of the chosen markets. Greg Peters, COO and Chief Product Officer at Netflix said that the company "will see how that goes". "We think that giving away everyone in a country access to Netflix for free for a weekend could be a great way to expose a bunch of new people to the amazing stories that we have, the service and how it works... and hopefully get a bunch of those folks to sign up". Recently Netflix partnered with Reliance Jio Platforms to bundle its app on the company's fiber broadband.

The Netflix team has been working on year-on-year — to make Netflix more accessible. And accessibility is a function of three things — content which is more local, pricing and user experience. In terms of content, it is becoming broader and expanding to different sets of audiences and catering to different kinds of tastes. In terms of pricing, Netflix launched the mobile plan last July. This is an innovation that happened in India, which has now been rolled out to other countries in South-East Asia. From an experience point of view also, they are very certain that they are not about being available only on very high-end devices or smart TVs. Everything that they do at the product end is actually tailored to becoming more accessible. They have just introduced the complete Hindi UI (user interface) on Netflix.

Strategy at Netflix ever since the pandemic started

The over-the-top (OTT) player, Netflix is investing ☐ 3,000 crore to ramp up original Indian content. It has also launched a mobile-only plan at ☐ 199 in a bid to make its services more affordable. During this lockdown phase, people have actually experimented so much on Netflix. Netflix found that, people are loving the dubbed content — they love watching the best content and franchises from across the world in the language of their choice. So, Netflix started looking at more and more of their offerings actually being dubbed in Hindi and other local languages like Tamil, Telugu and Malayalam.

Using artificial intelligence (AI) and predictable technology

Netflix claimed to have one of the finest UIs which learn from the taste, even when consumers are browsing.So it will suggest different kinds of content to consumers. Netflix focus on the storytelling with creativity. Every consumer at Netflix, in whatever function, is a crazy fan of stories. Innovation is a very big focus area at Netflix and their team value it far above efficiency. They are experimenting and expanding in Tamil, Telugu and Malayalam offerings. Netflix are looking at getting a lot of content in those languages.

Impact of second wave of Covid on Netflix

The Covid-19 crisis has forced film and TV production in Mumbai—the home of Bollywood—to shut down. According to Variety, Netflix's local productions are not only shut down in Mumbai, but also in Delhi and Lucknow. Besides no longer benefiting from people being stuck at home most of the time, Netflix is also facing more competition than ever from a wide range of video streaming services from major companies such as Disney, Hotstar and local players like MX, ALTBalaji. Also, prominent regional platforms coming up to give competition to the mainstream players like Amazon Prime Video, Netflix and Disney+ Hotstar. However Netflix is hopeful that growth will be driven by regional content and tier-two and tier-three towns even though web shows.

Q1 (A): Explain the SWOT for Netflix and analyze the current strategy of Netflix for India?
Q1(B): Suggest the suitable strategies for Netflix to maintain the competitive advantage in view of emergence of regional OTT players and second wave of Covid pandemic.

SECTION– B02×03 = 06 Marks

Q. 2: Explain the three levels of strategies in organization with example?
Q. 3: What is role of Vision and Mission in Strategic Management for nay organization? Give suitable example.
Q. 4: What is the importance of Porter's five force model? How it facilitates any organization for corporate level strategy?

SECTION– C03×02 = 06 Marks

Q.5: Recently BYJU's acquire Aakash Educational Services in nearly $1-billion deal. Analyse this acquisition with help of PESTLE framework.
Q. 6: Explain the ITC strategy with the help of Ansoff Matrix in last two decade?

COs	Question Number(s)	Total Marks Allocated to the CO
CO1	Q.2, Q3	**04**
CO2	Q.5, Q.6	**06**
CO3	Q. 4	**02**
CO4	Q.1	**08**