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## **CORPORATE STRATEGY - INDIVIDUAL TAKE-HOME EXAM**

2021-02-19

Exam time: 08.00-17.00

Maximum word count: 2500 words (excluding references). Keep your answer within these limits.

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The exam is based on the “*Ryanair: Flying too Close to the Sun*” case and you are tasked with analyzing the case with respect to three questions listed below. There is no set word count for each individual question, but the total word count (i.e., for answering all three questions) is 2500 words. The questions are broadly phrased, which means that there are multiple perspectives that can be taken when formulating an answer. We are aware of the fact that both time and space is limited, which is factored into the assessment of your work.

You can collect up to 48 points for the entire exam that will count towards your final grade.

When answering the questions, try not to retell the case too much. Rather, use the space available to analyze the case in relation to the readings that you have done during the course. In particular, use selected aspects of the literature in depth (show familiarity with content). Refer to specific reasoning in the literature, which you then can use to explain and understand the case and the postulated questions. Your answer will be graded in relation to the following:

- The thoroughness of the understanding of the course literature.
- The consistency, logic, and stringency of the argumentation.
- The ability to critically reflect on conclusions and recommendations.
- Your ability to analyze and synthesize theoretical and empirical issues and critically evaluate different problems that firms face.
- How well the analysis is grounded in a convincing argumentation revolving around a focused problem (theoretical and/or empirical).
- The ability to critically and comprehensively discuss key concepts from the literature.
- The ability to discuss the consequences of the analysis and present different alternative viewpoints on a problem.

Please include the total word-count of the document you submit. Also, clearly indicate the question number you are answering. You do not have to include a list of references, but if you do, this will not count towards the word count. Do not include your name in the document.

This is an individual assignment. Uppsala University does not accept cheating or plagiarism. Suspected incidents of cheating or plagiarism are reported to the Vice-Chancellor, which may issue a formal warning to the student or suspend the student from studies for a certain period.

If you have any questions, e-mail them to Henrik ([henrik.dellestrand@fek.uu.se](mailto:henrik.dellestrand@fek.uu.se)).

*Thanks for attending the course and best of luck answering the questions!*  
Henrik

## QUESTIONS

- 1. What (also explain why) have influenced profitability in the European airline industry, and how has Ryanair influenced the development of the industry? (15 points)*
- 2. How would you describe and evaluate Ryanair's overall strategy? (25 points)*
- 3. What challenges do Ryanair face and what actions (and why these actions) would you recommend for securing a favorable future strategic position? (8 points)*