MBA Comp Exam Questions AY 2026-2027 – MKTG 6050

Question #1:

Dropbox is often cited as one of the most successful technology product launches of the cloud-computing era. Founded in 2007 by Drew Houston and Arash Ferdowsi, Dropbox addressed a common problem faced by users: managing files across multiple devices and avoiding reliance on USB drives or emailing files to themselves. Houston initially thought that Dropbox could only be successful by teaming up with an internet security company such as Norton or McAfee, but those companies only agreed to carry Dropbox under a white label agreement in which the product would carry their brand name. Ferdowsi urged Houston to focus instead on a direct product launch with an emphasis on the Dropbox brand name. Before its public launch in 2008, Dropbox released a demonstration video that generated significant interest and rapidly expanded its waiting list. The company later accelerated growth through a referral program that rewarded users with additional storage space for inviting others to join.

1. Based on this information, identify Dropbox's core value proposition. What specific customer problems was Dropbox solving, and why did its solution resonate with users? In your answer, explain at least three factors that contributed to Dropbox's success?

Question #2:

In the early 2000s, Airbus and Boeing pursued very different visions of the future of air travel. Airbus developed the A380, a superjumbo aircraft carrying 600 passengers, designed to support a hub-to-hub strategy in which large numbers of passengers would travel between major international hubs. Boeing, in contrast, developed the 787 Dreamliner, a smaller, fuel-efficient aircraft designed to support point-to-point or spoke-to -spoke travel by allowing airlines to connect cities directly without relying on major hub airports. One advantage of Boeing's strategy was the potential to sell a larger number of Dreamliners to a broader range of airlines and routes.

1. Using the concepts of market strategy and the experience curve, compare Airbus's A380 strategy with Boeing's Dreamliner strategy. Why might Boeing's point-to-point approach have generated greater opportunities for cost reduction thanks to higher production volumes? In your answer, discuss the relationship between market demand, production volume, learning effects, and long-term profitability.

Question #3:

The bank Capital One began as a specialized credit card company that used data analytics, targeted marketing and acquisitions to acquire branches and build its consumer lending business. Over time, company leaders sought to expand beyond credit cards and become a full-service national bank due to increased government regulation. To achieve this goal, Capital One acquired several financial institutions, including Hibernia National Bank, North Fork Bank, Chevy Chase Bank, and ING Direct USA. These acquisitions provided access to branch networks, deposits, and digital banking capabilities.

1. Using concepts from marketing, explain how Capital One used acquisitions to accelerate its growth. Why was acquiring existing banks a more effective strategy than attracting customers one at a time through organic growth? In your answer, discuss how a broader portfolio of financial products could increase customer retention, customer lifetime value, cross-selling opportunities, and long-term brand loyalty. Evaluate how Capital One's strategy helped transform it from a credit card company into a national banking brand with a national presence.