

## UNIVERSITY OF PETROLEUM AND ENERGY STUDIES End Semester Examination, May2024

Course: Strategic Management-I
Program: MBA S&C
Course Code: STGM7014

Semester : II
Duration : 03 hrs.
Max. Marks: 100

**Instructions: Attempt all questions** 

Q.No	Section A	10Qx2M=20Marks	COs			
Q.110		10QAZIVI—ZUIVIAI KS	COS			
	1 Stratagic group analysis involves manning arganization using					
Q1	1. Strategic group analysis involves mapping organization using:		CO1			
	a) Two variables appropriate to the industry					
	b) Three variables appropriate to the industry					
	c) Two variables which stay the same regardless of the industry					
	<b>d</b> ) Three variables which stay the same regardless of the industry					
	2. The inbound logistic activity is concerned with receiving and storing					
	the raw materials.					
	a) True					
	b) False					
	2 The resource based view of strategy emphasizes that					
	<ul><li>3. The resource-based view of strategy emphasizes the:</li><li>a) External capabilities</li></ul>					
	b) Internal capabilities					
	l /					
	d) None of them					
	4. To have the potential to become sources of competitive advantage,					
	resources and capabilities must be non-					
	substitutable, valuable,, and					
	a) Unique, easy to imitate.					
	<b>b</b> ) Easy to imitate, difficult to implement					
	c) Rare, costly to imitate.					
	d) Easy to implement, unique.					
	5.Hierarchy of Strategic Intent					
	i. Vision > Mission > Goals > Objectives > Plans					
	ii. Mission > Vision > Goals > Objectives > Plans					
	iii. Plans > Vision > Mission > Goals > Objectives					
	iv. Goals > Vision > Mission > Objectives > Plans					

	T	1
a. i) b. iii)		
c. iv)		
d. ii)		
Commentative advantage on he heat described on		
6.Competitive advantage can be best described as		
a. Increased efficiency		
b. What sets an organisation apart		
c. A strength and the organisations		
d. Intangible resources		
7. Primary activities of the value chain include all of the following EXCEPT		
a) Marketing & sales		
b) Operations		
<ul><li>c) Human resource management</li><li>d) After sales service</li></ul>		
d) After sales service		
8. Primary activities are		
a) The activities most likely to be imitated by competitors.		
<b>b</b> ) Involved in a product's physical creation, its distribution, and its service		
after the sale. c) The core competencies of the organization.		
d) The activities most crucial to implementing the firm's business strategy.		
a) The detivities most eracial to implementing the firm's easiness strategy.		
9. Supplier power will be high if:		
a) The supplier's product is undifferentiated		
<b>b)</b> The supplier's product is easy to understand		
c) There are many suppliers to chose from		
d) There is a threat of forward integration		
10. Competitive rivalry will be high if:		
a) The industry is in its infancy		
b) The industry is fragmented		
c) There is a high degree of differentiation		
<b>d)</b> There are a few strong players in the industry		
Section B	40v5M 20 M1	
Section B	4Qx5M= 20 Marks	
Q2 Short Notes		CO2
1. Bandwagon effects		
2. Cannibalistic technology		
3. Compulsory licensing and cross licensing		
4. Dependent Vs independent patent		

	Section C		
		3Qx10M=30 Marks	
Q3	<ol> <li>Are the terms 'strategy', 'strategic management' &amp; 'business model'same? Explain the relationship between strategy &amp; business model.</li> <li>Explain the concept of implicit need in light of Sigmund Freud theory</li> <li>Industries are allegedly accomplice in deterioration of ecology comment while suggesting CSR measures as an mitigation tools</li> </ol>	10	CO3
Q4	Finisar Corporation is a manufacturer of optical fibers based in Sunnyvale, California, United States. An optical fiber is a flexible, transparent fiber made by drawing glass (silica) or plastic to a diameter slightly thicker than that of a human hair. Optical fibers are used most often as a means to transmit light and data between the two ends of the fiber and find wide usage in fiber-optic communications, where they permit transmission over longer distances and at higher bandwidths (data rates) than electrical cables.  Finisar's performance was particularly disappointing since it was once considered a top play on the "super cycle" in the fiber market, as service providers upgraded their infrastructure to address the growing bandwidth needs of media streaming, cloud storage, and other data-intensive tasks  The CEO of Finisar Corporation is new and is trying to assess the firm's business situation. At a surface levels, she knows that the firm is experiencing a 50% decline in revenues, has hired you as consultant to dig further.  Specifically, the CEO of Finisar Corp. has two questions for you:	2Qx15M= 30 Marks	CO4
	a. Why is the client firm experiencing a 50% revenue decline? Use VRIO analysis to cement your views	15	CO4
	b. When will the firm rebound? How does the client firm relate to its competition	15	CO4