


Name:	
Enrolment No:	

UPES

End Semester Examination, May 2024

Course: Essentials of Strategic Management

Semester : IV

Program: BBA BCOM ALL_IV_STGM2006

Time :03 hrs.

Course Code: STGM2006

Max. Marks :100

Instructions: Mobile Phones, Smart Watches, Earbuds, Books, Notes are strictly not allowed. It's a closed book examination.

Section A: All questions are compulsory.

Section B: All questions are compulsory.

Section C: Q6 & Q7 are compulsory. Q8 has internal choice, attempt anyone.

Section D: Q9 & Q10 are compulsory.

Please mention Section & Question numbers carefully.

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	A. In BCG Matrix, which strategy would be most appropriate for a division classified as Dog! a) Market penetration b) Market development c) Product development d) Retrenchment e) Forward integration	2	CO1
	B. BCG Matrix is designed specifically to enhance which type of firm's efforts to formulate strategy! a) Companies with more than one division b) Large companies c) Companies with annual sales greater than \$1 million, d) Companies with annual sales less than \$1 million. e) All companies	2	CO1
	C. Which stage in the strategy formulation framework focuses on generating feasible alternative strategies!	2	CO1

	<ul style="list-style-type: none"> a) Input b) Output c) Decision d) Throughput e) Matching 		
	<p>D. Which of these basic questions should a vision statement answer!</p> <ul style="list-style-type: none"> a. What is our business. b. What is our core strength. c. What are our challenges. d. What do we want to become. e. Who are our competitors. 	2	CO1
	<p>E. Which group can be classified as stakeholders.</p> <ul style="list-style-type: none"> a. Governments b. Creditors c. Suppliers d. Employees e. All the above 	2	CO1
	<p>F. Collecting and evaluating information on competitors is essential for successful.</p> <ul style="list-style-type: none"> a. Internal analysis b. Strategy evaluation. c. Strategy formulation d. Strategy implementation e. Strategy correction 	2	CO1
	<p>G. Intensity of competition _____ in lower-return industries.</p> <ul style="list-style-type: none"> a. Is lowest. b. Is non-existent. c. Is highest. d. Is not important. e. Fluctuates. 	2	CO1
	<p>H. When the products being purchased are standard or undifferentiated it results in _____ bargaining power of consumers.</p> <ul style="list-style-type: none"> a. marginalized. b. Lower c. Higher d. Negative e. Negligible 	2	CO1

	<p>I. A systematic and ethical process for gathering and analysing information about the competition's activities and general trends to further a business's own goal is called.</p> <p>a. Unethical business practice. b. Competitive intelligence. c. Industrial espionage. d. Artificial intelligence e. Competitive advantage.</p>	2	CO1
	<p>J. Which stage in the strategy formulation framework focuses on generating feasible alternative strategies!</p> <p>a. Input b. Output c. Decision d. Throughput e. Matching</p>	2	CO2
<p>SECTION B 4Qx5M= 20 Marks</p>			
Q2	Explain Porter's Five Forces Model of competitive analysis! Using Airline industry (India) example, explain (a) Bargaining power of Suppliers using relevant examples & (b) Potential threat of Substitutes in this industry.	5	CO2
Q3	Develop Competitive Profile Matrix! for Indigo Airlines! Identify their three competitors and Industry critical success factors. Make suitable assumptions wherever needed. How will you explain individual total weighted scores with respect to the sample firm!	5	CO2
Q4	What is the purpose of a Business – Level Strategy! Using “Basis for Customer Value” & “Target Market” explain five business-level strategies a firm chooses to establish and defend their strategic position against their competitors.	5	CO2
Q5	Explain RBV & I/O view of Strategic Planning! Identify one key model each used by supporters of RBV & IO view respectively. Briefly explain any one model of your choice!	5	CO2
<p>SECTION-C 3Qx10M=30 Marks</p>			
Q6	Value chain portrays nine activities a company engages in while doing business and aims to identify where low-cost advantages or disadvantages exist anywhere along the value chain from raw material to customer service activities. Explain using value chain how you derive competitive cost strengths and weaknesses that may yield competitive advantage or disadvantage for your company. You may use Industry/company examples of your choice!	10	CO3

Q7	SWOT Matrix enables managers to develop four types of strategies: Name the four matching strategies and develop a nine-cell matrix to explain its application in the case of a computer retail store on main Rajpur road. Identify one key internal & external factors of your choice for developing four strategies using matching technique.	10	CO3																					
Q8	<p>The BCG matrix graphically displays differences among divisions based on two dimensions (a) Relative market share & (b) Industry growth. Design & develop this matrix for any four divisions of Tata group and explain their placement within the four quadrants of the matrix using suitable data assumptions.</p> <p style="text-align: center;">OR</p> <p>Identify & explain generic business level strategies that give a company a specific form of competitive advantage compared to its rivals. Why do you think companies must make a clear choice between different business level strategy options!</p>	10	CO3																					
SECTION-D 2Qx15M= 30 Marks																								
Q9	<p>Patanjali has established itself into different product categories ranging from different types of food products to cosmetic products. Using BCG matrix, graphically portray & explain its portfolio of five divisions using following sample data. Make suitable data assumptions wherever needed and suggest appropriate set of strategies for each division.</p> <table border="1" data-bbox="228 1108 1159 1478"> <thead> <tr> <th>Division</th> <th>Mkt. Share</th> <th>Ind. Growth %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>.80</td> <td>+15</td> </tr> <tr> <td>2</td> <td>.40</td> <td>+10</td> </tr> <tr> <td>3</td> <td>.10</td> <td>+1</td> </tr> <tr> <td>4</td> <td>.60</td> <td>-20</td> </tr> <tr> <td>5</td> <td>.05</td> <td>-10</td> </tr> <tr> <td>Total</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Division	Mkt. Share	Ind. Growth %	1	.80	+15	2	.40	+10	3	.10	+1	4	.60	-20	5	.05	-10	Total	-	-	15	CO4
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Q10	Tesla is planning to Launch portfolio of electric vehicles in India. As a consultant analyze five competitive forces within the industry to identify opportunities and threats and prepare a detail set of recommendations to the Tesla board for successful India market entry.	15	CO4																					