

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2018

Course: MBA AVM	Semester: III
Programme: Strategic Management	CC:STGM 8001
Time: 03 hrs.	Max. Marks: 100
Instructions:	

SECTION A

S. No.	Attempt all of the following, each question carry two marks.		
Q 1	Explain Strategic Management	2	CO 1
Q 2	List two responsibility of Board of Directors	2	CO 1
Q 3	Define Mission Statement, with example	2	CO 1
Q 4	Explain Strategic Formulation of an Organization	2	CO 1
Q 5	Difference between Merger and Joint Venture	2	CO 1
Q 6	Define Anti-Competitive Agreement	2	CO 1
Q 7	Expand VRIO Framework	2	CO 1
Q 8	Define Differentiation Strategy	2	CO 1
Q 9	Define Resource Based View of the Firm.	2	CO 1
Q 10	Define Function Structure of an Organization.	2	CO 1

SECTION B

Attempt any one

Q 11	Explain why successful strategic implementation often hinges on whether the strategy-formulation process empowers managers and employees.	10	CO3
Q 12	Explain different types of Organization Structures with examples,	10	CO2
Q 13	Explain Porters five forces with industry example.	10	CO3,C O2

SECTION-C

Attempt all Questions

Q 14	Read the case carefully Answer the following questions (all questions are compulsory)	70 marks	C02,C O4,CO 5
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Case Title: Jewar Airport: A jittered Jewel!

Case supporting facts :

Net profits posted by DIAL (Delhi International Airport) rose by 16.2% in 2016-17 to Rs 585.96 crore on the back of a sharp increase in other income and lower interest costs. DIAL, a joint venture between GMR Airports and the Airports Authority of India (AAI), reported revenues of Rs 5,624.23 crore, up 9.2%, while other income jumped 90% to Rs 306.99 crore.

2) Jewar airport, perceived as one of the key projects to ease air traffic from Delhi airport, which may undergo saturation by 2024.

3) The Jewar airport is billed to become the biggest airport in India in terms of area. While the first phase of the project will involve construction of about 4,000 acres, follow-up phases will see construction on rest of the land, besides other services

4) The government expects the Jewar airport to be operational in the next five to six years and cater to 30-50 million passengers per year over the next 10-15 years.

5) All PPP Airports will be under Hybrid Till.

Questions :

Q15 :

a) What will be the impact to airline traffic to Delhi International Airport if the new airport (Jewar) is fully operational . C02,CO4,CO5 **10 Marks**

b) what should be the Aeronautical pricing strategy for GMR Airport when the airport is fully operational (consider jewar is owned by different operator) : C02,CO4,CO5 **: 10 Marks**

Q.16:

a) What will be the impact on commercial revenue of GMR Delhi if the new airport is in operation (consider the fact that different operator owns the airport). C02,CO4,CO5 **:15 marks**

b) What should be the strategy of GMR Delhi for Commercial revenue Development ones the new airport is operational. CO2 , CO5 **:15 Marks**

Q.17 Considering yourself to be CEO of GMR, What should be the strategy to make both airports sustainable, if both the airports are under GMR Group. CO2, CO5 **: 20 Marks**