



Name:

Enrolment No:

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

Course: Strategic Management

Course Code: STGM-8001

Semester: III

Programme: MBA (Energy Trading)

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A

S. No.		Marks	CO
Q 1	<p align="center"><u>Choose the right option/fill in the gap with right option</u></p> <ol style="list-style-type: none"> The Focus of Strategy followed by most of the Japanese Companies is (Earn Profit/Survival) The concept of “ Core Competency” was propagated by (C.K.Prahlad/Philip Kotler) Who said “ strategy is State of Mind” (Michael Porter/Kanaiche Ohame) Retrenchment Strategy and Liquidation Strategy are one and same (True/False) One of the important factor in Strategic Management Process is (Environmental Analysis/ Getting Governmental support for Organization) Strategy adopted by Nirma Limited has been (Differentiation in Cost/ Production of High Value Detergent Powder) Any decision relating to Growth strategy is the domain of Board of Directors of the Company/ Shareholders of the Company) One of the Company who successfully implemented Growth Strategy through Mergers, Takeovers in India is (Hindustan Lever Limited/ Reliance Industries Limited) One of the Purpose of implementing Stability Strategy by a Company is (To retain its product’s unique brand positioning in the Market / To earn profit by maximization of sales volume) Out of Five Task of Strategic Management name the two important Tasks. 	20	CO 1,2

SECTION B

Q 1.	<p><u>(Attempt any Four Questions –all questions carry Five Marks each)</u></p> <p>Write short Notes on any of the Four out of six mentioned below:</p> <ol style="list-style-type: none"> Explain the term GAP Analysis with suitable example. What do you know about “Mission Statement” of A Company? Who is responsible for creating Mission Statement in a newly promoted Company? 	20	CO 1,2
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	<p>Give one example of Mission of a company of your choice.</p> <p>3. Explain Forward Integration and Backward Integration respectively with one example each</p> <p>4. What do you know about Strategic Decision Making Process? Explain two important steps in Strategic Decision Making Process?</p> <p>5. What Role the Board of Directors of a Company play in crafting corporate Strategy?</p> <p>6. Explain three important Factors of Corporate Capability Profile and how Corporate Capability Profile is related to Implementation of Strategy?</p>		
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SECTION-C

Q 1.	<p><u>(Attempt any Two question –the questions carry fifteen Marks each)</u></p> <p>1. What do you know about Growth Strategy? Under which circumstances such strategy is adopted by the Companies? Support your answer with examples of two Indian Companies who implemented Growth Strategy successfully.</p> <p>2. Explain the term Business Objectives with elaborating guidelines for objective setting.</p> <p>3. Explain Five Forces of Competition as coined by Michael Porter. How these are relevant in the present day of competitive environment so far as Car Manufacturing Companies are concerned in India?</p>	30	CO 2,3
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SECTION-D

Q1.	<p><u>Read the short case mentioned hereunder and answer the questions mentioned at the end of the Case-Thirty Marks in total.</u></p> <p style="text-align: center;"><u>Short case study</u></p> <p>Metal Box is a well known company in the field of metal packaging material and a recognized global brand in this important product having worldwide demand. The company was promoted in 1933 in United Kingdom and has its associated companies in prominent countries like Metal Box India Limited in India. So far as UK Company is concerned on the recommendation of some of its top executive it designed a packaging product wherein the top and bottom contained tin and the body was of transparent food grade plastic keeping in mind that the customer could see what type of ingredients are packed inside the transparent container. This product started being manufactured in a separate Factory set up in France and the product, when launched right from the day one became most sought after packaging material especially by Food Processing Companies and within three years the company reached high volume of sale resulting in huge earnings and high profit. This plastic body tin container became a success story and soon some more companies entered in this field and started production of similar tin container but of course not of the quality as of the containers of Metal Box. But suddenly when the production and sale of this product was at the peak the Board of Directors of Metal Box decided to close</p>	30	CO 4,5
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15
Marks
each

manufacturing of these plastic body tin containers and closed the operation of the factory located in France. The Business word was surprised to see this move of the Company of closing a successful venture and was curious to understand the strategy of the Company behind it. The only statement the Company issued was that “Let us remain the king of Tin Container Manufacturing and retaining existing Image and Brand positioning devoid of Plastic Manufacturing Company”

Questions:

1. What strategies, respectively was adopted by the Company while going for the production of Plastic Body Tin Container and further for closing the factory manufacturing such a successful Product?
2. Analyze the strategy of Metal Box closing the production of Plastic Body Tin Container from the point of view of the module of Michael Porter’s Five forces of competition.