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**UNIVERSITY OF PETROLEUM
AND ENERGY STUDIES**



End Semester Examination, December 2017

Program: MBA-ET

Subject (Course): Strategic Management

Course Code : MBCG 747

No. of page/s:

Semester – III

Max. Marks : 100

Duration : 3 Hrs

General Instructions:-

- a) Answer all questions.
- b) Answer briefly and to the point, stories will not be valued. Write in paragraphs or in bullet points
- c) Use frameworks of Strategic Management, wherever applicable

Section A – 20 – MCQ from cases taught in class – 8x2.5 = 20.

- A) Mother Dairy's rebranding exercise was A) Complete Failure b) a Resounding Success c) a Partial Failure and Partial Success
- B) HUL's PUREIT launch was A) A related Diversification b) An unrelated diversification c) an Unrelated Diversification where the existing knowledge was leveraged
- C) M&M's brand positioning in SA Market was –a) A premium brand b) a cheap brand c) A Good Value for Money Indian brand
- D) The Tata Fiat JV was a failure due to- A) Low FIAT Sales b) Low TATA Sales c) TATA Dealers not accepting the FIAT brand and low FIAT sales
- E) ONGC's main future problem is- a) To expand and become an integrated oil firm as envisioned by Subir Raha b) To Focus on oil exploration deeper – its original mandate c) to expand ONGC-Videsh's operations
- F) Reliance grew by – a) Innovation and mastery of Petroleum Engineering b) Manipulating the policies c) Manipulating the stock market
- G) ROSNEFT's takeover of Essar Oil indicates that –a) the company wants to expand its footprint in Asia b) It is a gesture by Russian Government to India c) The company wants to compensate its losses suffered from its Russian Operations
- H) ENGIE 's takeover of Soleairedirect was a – a) diversification b) Expansion into a related line c) A step towards innovation and new product lines

Section B- Short CASE Questions. Restrict your answers to each question to half a page or approx. 300-350 words. 10x3 =30

- a) Using VRIN framework write a short note on HUL's PUREIT launch
- b) Use the 3 C framework and write a short note on M&M's SA market entry strategy
- c) What strategic challenges ROSNEFT faced and how many of them were beyond the company's control?

Section C: - Read the ENGIE case provided and answer the questions. 20+15+15 = 50

- a) What were the salient features of ENGIE's Strategic Epiphany?
- b) Briefly describe how ENGIE went onto become an Energy Giant, with a note on its divisions and product lines – what was the CORE Vision here?
- c) Describe strategic gains that ENGIE anticipates with the acquisition and Suggest a transformation road map for ENGIE from 2017 to 2035 – into an era of renewable energy