


Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES	
End Semester Examination, July 2020	
Programme : BBA FT Course: Essentials of Strategic Management Time: 03 Hours Instructions: Attempt all sections and questions	Semester: VI (Foreign Exchange) Course Code: STGM3001 Max. Marks : 100

SECTION A

Q.1	Multiple choice questions	Marks	CO
.	<ul style="list-style-type: none"> i. Substantial changes to the range of offerings or the markets served or both are known as: <ul style="list-style-type: none"> a) Differentiation b) Diversification c) Relocation d) Brand extension ii. At corporate level, diversification comes about when a firm is involved in two or more: <ul style="list-style-type: none"> a) Businesses b) Markets c) Segments d) Industries iii. The stakeholders of a firm can be divided into two categories outsiders and insiders. Which of the following is not an outside claimant? <ul style="list-style-type: none"> a) Customers b) Executive Officers c) Government d) Local committees e) Unions. iv. Which of these are characteristic of matrix structures? <ul style="list-style-type: none"> a)Decentralization and co-ordination b). Centralization and co-ordination c). Decentralization and control d).Centralization and control v. An array of firm resources include interpersonal relations among managers in the firm, its culture, and its reputation with its customers and suppliers. Such competitive advantages are based upon <ul style="list-style-type: none"> a) physical uniqueness. b) path dependency. c) social complexity. d) tangible resources. 	5X6=3 0	CO1

	<p>vi. A company's ability to meet its short-term financial obligations is measured by which of the following categories?</p> <p>a) liquidity ratios b) profitability ratios c) activity ratios d) leverage ratios</p>		
SECTION B			
	Write short answers	Marks 10X5= 50	CO
Q2	Are human and cultural elements important in ensuring effective implementation of Strategy? Comment while citing the examples from Mexican companies	10	C02
Q3	Enumerate and enunciate the resource and capabilities required to implement cost leadership and differentiation strategies	10	C02
Q4	As a strategist for off shore operations, you are required to implement strategy . Comment and suggest the probable structural and staffing changes effected as aftermath of selection of strategy.	10	C03
Q5	Global marketer is often caught in strategic dilemma over standardization Vs local adaptation. Comment on the statement while discussing its merit and demerits with reference to Mexican automobile industry	10	C03
Q6	Industry are allegedly accomplice in deterioration of ecology. Comment while suggesting Corporate Social Responsibility measures as a mitigation tools	10	C03
Section-C			
Case/ application based questions			
	<p>In 2006-07 PTC Food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor-Trepsico's Trito. After a year its wafer snack brand- Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250 crores.</p> <p>The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before the PTC could enter the market a cross-functional team made a customer survey through a marketing research group in 14 cities</p>		CO4

	<p>of the country to know about the snacks of eating habits of people. The result showed that the customers within the age-group of 15-24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16 flavours with varying tastes suiting to the targeted age-group.</p> <p>The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names.</p> <p>To break through this clutter the company decided to bank upon humour appeal. The Industry sources reveal that PTC spent about Rs. 50 crores on advertisement and used all possible mediaprint and electronic, both including the creation of its own website, Ringoringoyoungo.com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised on all dotcom networks. Em TV, Shine TV, Bee TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places.</p> <p>Analysts believes that Ringo's success story owes a lot to PTC's widespread distribution channels and aggressive advertisements. Humour appeal was a big success. The `Ringo' was made visible by painting the Railway bogies passing across the States. It has also been successful to induce Lovely Brothers' Future Group to replace Trito in their Big-Bazaar and chain of food Bazaars. PTC is paying 4% higher margin than Trepico to Future group and other retailers.</p> <p>Ringo to giving Trepico a run for its money. Trito's share has already been reduced considerably. Retail tieups, regional flavours, regional humour appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign markets also, if possible.</p>		
Q7.	Get into the shoes of management expert and comment on organizational resource and capabilities of the company	10	CO4
Q8.	Suggest probable combination of generic and corporate strategies	10	CO4