Name: Enrolment No:



UNIVERSITY OF PETROLEUM & ENERGY STUDIES

Online End Semester Examination – December 2020

Program: MBA BA Subject/Course: Strategic Management Course Code: STGM8001 Semester: 3rd Max. Marks: 100 Duration: 3 Hours

SECTION A

1. Each question carries 5 marks

Q.No		Marks	COs			
	Section A					
1	List phases of Strategic management.	5	1			
2	True or False 1) Softbank is the new investor of Jet Airways 2) BCG matrix was created by CK Prahalad 3) Cost leadership companies focus on innovative products 4) Mission Statement creation is under Strategic Execution 5) Nikesh Arora was the CEO of Theranos	5	1			
3	Explain important of Strategy Execution for an Organization	5	4			
4	Explain Difference between Merger and Joint Venture	5	4			
5	Explain 5 important factors for better strategy execution	5	1,2			
6	What do you mean by Resource Based View of the firm	5	1,2			
	Section B					
 Each question will carry 10 marks Instruction: Write short/brief notes 						
1	Explain Market of any one of the following : Video Games , Piql,Artifical Intelligence	10	3			
2	Explain Porters Generic Framework with example	10	2			
3	Explain 4As of Strategy	10	2			
4	Explain the importance Organization Structure	10	2			
5	You are the CEO of ABC Airlines, a major airline headquartered in Mumbai, India. Operating an extensive international and domestic	10	2			

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	network, ABC Airline is the world's largest airline by fleet size and revenue, and the second largest by number of destinations served, after British Airways.		3
	You are just informed that the price of oil has dropped to \$0.As a CEO what should be your next action plan.		
	Section C		
	1) Short Case Study		
1	Business software pioneer Salesforce.com is buying workplace messaging app Slack for \$27.7 billion in a deal aimed at giving the two companies a better shot at competing against longtime industry powerhouse Microsoft. The acquisition announced Tuesday is by far the largest in the 21-year history of Salesforce. The San Francisco company was one of the first to begin selling software as a subscription service that could be used on any internet-connected device instead of the more cumbersome process of installing the programs on individual computers. Salesforce's flamboyant founder and CEO Marc Benioff hailed the "cloud computing" concept as the wave of the future to much derision initially. But software as a service has become an industry standard that has turned into a gold mine for longtime software makers. Microsoft for one has developed its own thriving online suite of services, known as Office 365, which includes a Teams chatting service that includes many of the same features as Slack's 6-year-old application. Slack in July filed a complaint in the European Union accusing Microsoft of illegally bundling Teams into Office 365 in a way that blocks its removal by customers who may prefer Slack. Microsoft also has been posing a threat to Salesforce's main products, a line-up of tools that help other companies manage their customer relationships "For Benioff, this is all about Microsoft," Wedbush Securities analyst Dan Ives said of Tuesday's deal. "It's just clear Microsoft is moving further and further away from Salesforce when it comes to the cloud wars." Benioff left no doubt he considered the deal to be a major coup, after losing out to Microsoft in 2016 when the two companies were both vying to buy the professional networking service LinkedIn. "It's a match made in heaven," Benioff said during an ebullient conference Many of the deals have been financed with Salesforce's stock, which is worth nearly seven times more than it was a decade ago to lift the company's current market value to \$220 billion	20	3 2

Slack co-founder Stewart Butterfield will be hoping this sale works out better than when another company he started, photo sharing service Flickr, was sold to Yahoo 15 years ago. Flickr got lost in the shuffle at Yahoo amid years of turmoil before it was finally sold again in 2018 to SmugMug.	
In his next act after leaving Flickr, Butterfield decided to focus on gaming with a startup called Tiny Speck that launched in 2009.	
Do you believe salesforce buying Slack for \$27.7 billion is a good investment. What is the benefit to salesforce from this collaboration against Microsoft, explain.	

ANSWERS