Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES End Semester Examination, May 2022

Course: Business Policy and Strategy Program: B.COM – Hons. & B.COM TAX Course Code: STGM 3002

Semester: VI Time: 03 Hours Max. Marks: 100

SECTION A 10Qx2M=20Marks			
S. N.		Marks	CO
Q 1 (i)	A description of a company's organizational purpose is called a:a. Vision statementb. Values statementc. Mission statementd. All the above	2	CO1
(ii)	 The primary distinction between corporate strategy and business strategy is: a. Corporate strategy is the responsibility of the CEO, business strategy is formulated by the heads of business units b. Corporate strategy is concerned with where the firm competes; business strategy with how it competes in particular markets c. Corporate strategy is concerned with establishing competitive advantage; business strategy with strategy implementation in individual businesses d. Corporate strategy is concerned with the long-term performance of the firm; business strategy with resource deployment. 	2	C01
(iii) (iv)	Business strategy defines: a. How a firm competes in a particular industry or market b. Which industries or markets a firm chooses to compete in c. Both of the above d. Neither of the above Economies of scale are a barrier to entry because:	2	CO1
	 a. New entrants are positioned at the top of their learning curve b. New entrants are uncertain about their future costs which discourages then from making investments c. New entrants face a risk of retaliation from the incumbents whose large scale of 		

	operation allows them to flood the market		
	d. New entrants face high unit costs either because they enter at sub-optimal scale, or they make a large-scale entry that initially operates with substantial excess capacity		
(v)	.The effectiveness of barriers to entry depends upon:	2	CO1
	a. How quickly new technologies emerge		
	b. How fiercely incumbents retaliate against new entrants		
	c. The resources and capabilities that potential entrants possess		
	d. How vigorously governments enforce competition law		
(vi)	The restrictions that governments place on the advertising of tobacco products:		
	a. Reduce the demand for tobacco thereby depressing profitability		
	b. Reduce the marketing costs of tobacco companies and impede the entry of newcomers to the market, boosting the profitability	2	CO1
	c. Cause both (a) and (b) d. Cause neither (a) nor (b)		
(vii)	Strategic group analysis is primarily useful for: a. Identifying "blue ocean" opportunities		
	b. Describing and understanding the strategic positioning of firms within an industry	2	CO1
	c. Identifying the strategies that are most conducive to profitability within an industry		
	d. Identifying which strategic niches in an industry are least saturated and therefore have the greatest profit potential		
(viii)	Intangible resources tend to be more valuable than tangible resources because:		
	a. They are easier to acquire	2	C01
	b. They are cheaper to acquire		
	c. They are more likely to provide sustainable competitive advantage		
	d. All of the above		
(ix)	The main use of industry segmentation analysis is to:		
	a. Identify the most attractive segments for a firm to locate within		C01
	b. Understand better the needs of different customer groups	2	
	c. Formulate better marketing strategies		
	d. Predict the likely evolution of market structure		
(x)	The difference between a resource and a capability is:	2	CO1

	a. A resource is a productive asset; a capability refers to what the firm can do		
	b. A resources are static; capabilities are dynamic		
	c. A resource is a weak source of competitive advantage whereas a capability is a strong one		
	d. There is no clear distinction: a capability is a type of resource		
	SECTION B		
	4Qx5M= 20 Marks		
Q2	Differentiate between Corporate Strategy and Business Strategy with examples?	5	CO2
Q3	Discuss why segmentation is needed?	5	CO2
Q4	What is Blue Ocean Strategy? Explain with example.	5	CO2
Q5	Is competitive advantage sustainable? Comment on same.	5	CO2
	SECTION-C 3Qx10M=30 Marks		
Q6	Discuss Porter's Generic Strategy?	10	COS
Q7	BCG matrix helps the companies to evaluate the strategic position of a firm's brand portfolio. Discuss any two quadrant of the same.	10	CO3
Q8	There are certain characteristics that differentiate industries such as, airline industry or		
Qo	Telcom market, and, on the other hand, restaurants or fast food outlets? Briefly		
	discuss the difference between the structures of both the industry.		
	OR	10	CO.
	How could a firm protect itself and grow in an industry characterized by low barriers to entry? Discuss.		
	SECTION-D 2Qx15M= 30 Marks		,
Q9	Elon Mask is thinking to launch EV Vehicle in Indian market. You are heading		
	strategic team of Tesla. What are the various strategy you are going to have to gain		
	sustainable competitive advantage?		
	OR		

	JIO company is thinking to compete with Amazon and Flipkart. Mr. Ambani wants detailed strategy plan and want to understand industry structure of ecommerce industry. Help him to understand the industry with Porter's five forces.	15	CO4
Q10	Patanjali has established itself into different product category ranging from different types of food products to cosmetic products. Discuss its various product portfolio with the help of BCG matrix.		CO4