Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2022

Course: Essentials of Strategic Management

Program: BBA FT Course Code: STGM 3001 Semester: VI Time: 03 Hours Max. Marks: 100

SECTION A 10Qx2M=20Marks

S. N.		Marks	CO
Q 1 (i)	The primary purpose of strategy is:		
	a. To maximize shareholder value b. To achieve success	2	
	c. To ensure that all stakeholders benefit from the value created by the firm		CO1
	d. To be a responsible corporate citizen		
(ii)	Strategic goals should be:		
	a. Simple b. Consistent c. Long term d. All of the above	2	CO1
(iii)	The main problem of SWOT as a framework for strategy analysis is that: a. Distinguishing opportunities from threats and strengths from weaknesses is often difficult b. It has now been superseded by more sophisticated analytical frameworks c. It is focused on strategy formulation and fails to take account of strategy implementation d. It is so widely used that it no longer has any novelty.	2	CO1
(iv)	Every business enterprise has a distinct purpose, however, common to all businesses is the goal of: a. Satisfying customers b. Creating value c. Satisfying stakeholder's d. Maximizing shareholder value.	2	CO1

(v)	The main problem in using a company's balance sheet to identify its resources and capabilities is that: a. Human resources are not included b. Intangible resources are mis-valued, and some are excluded c. Both (a) and (b) d. Neither (a) nor (b)	2	CO1
(vi)	The difference between a resource and a capability is: 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	2	CO1
(vii)	For a firm to survive over the long term it must: a. Pay a satisfactory level of dividends to its shareholders b. Create customer loyalty, that can then be converted into profit through increasing prices c. Earn as rate of return that covers its cost of capital d. Balance the interests of all its stakeholders.	2	CO1
(viii)	In using accounting ratios to appraise a firm's performance, it is helpful to use: a. Benchmarks b. Trends in these ratios over the past 5 years or more c. Multiple indicators d. All of the above	2	CO1
(ix)	Military strategy and business strategy differ in that: a. There is no concept like tactics in business b. Military strategy can only be learned through field experience; business strategy can be developed through analytical frameworks c. The objective of military strategy is to defeat the enemy; most business strategies	2	CO1

	seek coexistence rather than annihilation		
	d. None - there is no conceptual difference		
(x)	Segmentation is a process through which:	2	CO1
	a. Market demand is analyzed through identifying different customer groups		
	b. Industries are disaggregated into more narrowly-drawn markets		
	c. Industries are divided into groups of similar products		
	d. Industries are divided into separate geographical markets		
	SECTION B 4Qx5M= 20 Marks		
Q2	Define CSR? Why companies should follow CSR? Explain with examples.	5	CO2
Q3	Explain Corporate and Business strategy with examples?	5	CO2
Q4	Differentiate between Blue Ocean Strategy and Red Ocean Strategy?	5	CO2
Q5	Discuss Porter's generic strategy?	5	CO2
	SECTION-C 3Qx10M=30 Marks		
Q6	Describe Porter's Value Chain?	10	CO3
Q7	Cost leadership strategy is one of the Porter's generic strategy to gain competitive advantage. Discuss different ways to reduce costs.	10	CO3
Q8	If employees are a firm's most valuable assets, how can organizations keep them? OR	10	CO3
	Discuss various variables of segmentation in the market that helps to create opportunities in differentiation.		
	SECTION-D 2Qx15M= 30 Marks		•
Q9	As you all are aware that JIO company has disrupted Telcom market since its launch.		

	Discuss various strategy used by JIO company to gain market share. What are the various strategy used by them to gain sustainable competitive advantage?		
	OR		
	Tata group has recently acquired Indian airlines. Suggest various strategy to TATA group chairman to gain market share and become market leader in aviation industry.	15	CO4
Q10	From last couple of years ITC has launched various products to attract and gain market share in food industry. But it is majorly known for manufacturing cigarette. ITC has established itself in different product category over a period of time. Discuss its different product portfolio with the help of BCG matrix.	15	CO4