

## UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

## **End Semester Examination, May2023**

Course: Strategic Management-I
Program: MBA S&C
Course Code: STGM7004

Semester: II
Duration: 03 hrs.
Max. Marks: 100

**Instructions: Attempt all questions** 

Q.No		Section A	10Qx2M= 20Marks	COs
Q1	1.	Which of the following is not a major element of the strategic management		CO1
Q1		process?		COI
		a. Formulation strategy		
		b. Implementing strategy		
		c. Evaluating strategy		
		d. Assigning administrative tasks		
	2.	Competitive advantage can be best described as		
		a. Increased efficiency		
		b. What sets an organisation apart		
		c. A strength and the organisations		
		d. Intangible resources		
	3.	An organisation strategy		
		a. Remains set in place longer than the mission and objectives		
		b. Generally forms over a period of time as events unfold		
		c. Trends to be formed at the same time the mission is developed		
		d. None		
	4.	The primary focus of strategic management is		
		a. Strategic analysis		
		b. The total organisation		
		c. Strategy formulation		
		d. None		
	5.	The corporate level is where top management directs		
		a. All employees for orientation		
		b. Its efforts to stabilise recruitment needs		
		c. Overall strategy for the entire organisation		
		d. Overall sales projections		
	6.	What are the guides to decision making?		
		a. Rules		
		b. Procedures		
		c. Goals		
		d. Policies		
	7.	Which environment can create new markets and new business segments?		
		a. Political environment		
		b. Economic environment		
		c. Sociocultural environment		

	d. Technological environment		
	8. The limitation of strategy are- a) Competitors may irritate and gain greater superiority.		
	b) Key factor for success		
	c) Relative superiority		
	d) Aggressive initiative		
	e) None of the above		
	9 among existing competitors is often the most conspicuous of the competition. a) Threat b) Bargaining		
	c) Rivalry		
	d) All of the above		
	10. limits the potential returns in an industry by placing a ceiling on the price of firms in the industry.  a) Substitutes		
	b) Replacements		
	c) Standardization		
	d) None		
	Section B	4Qx5M=	
		20 Marks	
Q2	Short Notes		CO2
~-	1. Representativeness and reasoning by analogy		002
	2. Homogeneous and Heterogeneous resources and theory of natural		
	selection		
	<ul><li>3. Scentmark, soundmark, punch line and tagline</li><li>4. Copyright and Copyleft</li></ul>		
	Section C: Long question and		
	application based questions	3Qx10M	
		=30	
		Marks	
Q3	<ol> <li>Explain test of resources while throwing light on value creation zone</li> </ol>	10	CO3
	<ol><li>What is Strategic Sweet Spot. Explain its importance in competitive rivalry</li></ol>		
	3. Economy of Scope and scale are barriers for new entrants.		
	Comment while citing examples	10	
	-	10	
		10	
Q4	Section-D -Case analysis	10	CO4
	Section D Gase analysis	2Qx15M=	
	he Procter & Gamble Company (P&G) is an American consumer goods company headquartered in downtown Cincinnati, Ohio. It specializes in a wide range of	30 Marks	

of th	sonal health, consumer health, and personal care and hygiene products. One he most revolutionary products to come out on the market was the company's posable Pampers diaper, first test-marketed in 1961.		
con 196	ggies is the brand name of a disposable diaper marketed by American sumer goods company Kimberly-Clark. Huggies were first test marketed in 8. P&G's Pampers brand is the current market leader, but fierce competitors Kimberly-Clark's Huggies brand are also constantly improving their products.		
	sume you worked for Procter & Gamble in product management for Pampers mium.		
	a. Can you describe the market position of your product ? What was the most significant contribution you made to the product? Use BCG Matrix and IFAS and EFAS	15	CO4
	<ul> <li>Assume you were VP of marketing for Huggies, the biggest competitor of Pampers, how would you respond? Use Five forces model</li> </ul>	15	CO4