


Name: Enrolment No:	
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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, Dec, 2023

Course: Strategic Management

Semester: III

Programme: MBA ALL

Course code: STGM8001

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A

S. No.	Choose the correct answer with explanation (without explanation answers would not be evaluated) . Each question carries 2 Mark	Marks	CO										
Q 1	<p>1 List-I (Level of Strategy) List-II (Areas)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">(A) Operating Level</td> <td style="width: 50%;">1. Plants Strategy</td> </tr> <tr> <td>(B) Functional Level</td> <td>2. Personnel Strategy</td> </tr> <tr> <td>(C) Business Level</td> <td>3. Particular Line Strategy of Business</td> </tr> <tr> <td>(D) Corporate Strategy</td> <td>4. Objectives</td> </tr> <tr> <td></td> <td>5. Cost</td> </tr> </table> <p>2. Scent mark is part of</p> <p>a. Patent b. copyright c. GI d. Trademark</p> <p>3. The Holiday Inn, Burlington statement, "If a customer has a need or want, we fill it." is an example of a:</p> <p>A. Business unit goals B. Marketing objectives C. Business unit mission D. Goal of a business segment</p> <p>4. The pattern of diversification includes</p> <p>A. Vertical diversification B. Market diversification C. Product diversification D. All of the above</p> <p>5. Ansoff's growth vector matrix is used for</p> <p>A. analyzing the different strategic directions an organization can pursue B. analyzing the balance of the portfolio C. assessing whether the corporate parent is adding value D. assessing the market share of a business</p>	(A) Operating Level	1. Plants Strategy	(B) Functional Level	2. Personnel Strategy	(C) Business Level	3. Particular Line Strategy of Business	(D) Corporate Strategy	4. Objectives		5. Cost	2X 10 =20	CO 1
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	<p>6. The _____ has its own business strategy, objectives and competitors and these are often differ from parent company A. Strategic Business Unit structure B. Matrix structure C. Divisional structure D. None of given option</p> <p>7. . _____ refers to the strategies and counter strategies of a firm that compete in a shared market place A. Retrenchment strategy B. Competitive gaming C. Business strategy D. Corporate strategy</p> <p>8. Which one of the following types of organizations would benefit from a matrix structure? A. Diverse independent businesses in a conglomerate B. Organizations growing through merger and acquisition C. Small companies with few plants and limited product or service diversity D. Small, sophisticated service companies</p> <p>9. The GE 9 cell model is based on a. Industry attractiveness Business Strength b. Industry Growth rate Business strength c. Industry Attractiveness Relative market share d. Industry Growth Relative market share</p> <p>10. The word tactic is most likely to be associated with: a. Business Strategy b. Corporate strategy c. Operational Strategy d. All of the above</p>		
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SECTION B

Q 2	<p align="center">Write short notes on any four (word limit 200 words)</p> <ol style="list-style-type: none"> 1. Tagline and punchline vs copyright and trademark CO2 2. Cradle to cradle and Cradle to Grave Model of Sustainable Design CO2 3. Ethical Dilemma, Theory of Carvak and Hedonistic pleasure CO2 4. Zero -Segment Technology and Double S Curve model CO2 5. 4 A model of Strategic Execution CO2 	5X4=20	CO 2
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SECTION-C. Attempt any three . Each question carries 10 marks

Q 4	Nano's success was impacted by cognitive issues . Identify the biasness that eclipsed the Tata's strategy . Also as a strategist, suggest the solutions for the problems	10	CO ,3,
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Q 5	In the era of disruption, company A is caught in the corridor of confusion for making choice between radical vs incremental innovation with imminent paradigm shift in ITES market: As strategist propose strategies	10	CO 3,
Q 6	Staffing follows strategy. Comment on the statement while pointing towards the probable staffing changes effected as aftermath of selection of strategy.	10	CO 3
Q7.	Intellectual property could be a game changer. Comment on the basis of growing competitive rivalry among firms	10	CO 3
SECTION-D			
	Case Study Analysis carries 30 marks. Read the case carefully given below and answer following		
Q8.	Identify the central problem in the case . Conduct Internal analysis of company Group and identify, resources, capabilities and core competencies. (Use IFAS, VRIO)/ or suitable tools fitting on this case	15	CO 4
Q9.	Suggest suitable strategies with help of strategic tools like paired comparison method , SPACE Matrix	15	CO 4

ANA (B)

At the end of March 2014, All Nippon Airways (ANA) placed an order for 70 new aircraft. The order totaled \$16.44 billion,^a the largest-ever order for ANA. ANA's decision was to purchase mid-to large-sized jets from Boeing and single-aisle jets from Airbus: 20 B777-9Xs, 6 B777-300ERs, 14 B787-9s, 7 A320neos, and 23 A321neos.¹ It was said that, while Airbus had aggressively approached ANA and offered a substantial discount, Boeing managed to get the majority of the order in the end through emphasizing the efficiency of its aircraft's maintenance and the long-term relationship between the two companies.² In January 2015, ANA also announced a \$2.2 billion order for 15 new aircraft, including 3 B787-10s.³ Shuichi Fujimura, ANA's executive vice president, said, "We concluded that it would be better for us to fly twice a day using 787s to get connecting demands than flying once a day with a larger airplane."

With regard to opening routes, ANA announced in December 2014 that it would be opening a route to Houston as the airline's 10th North American destination. ANA explained that the route would capture connection demands from Asia to the U.S. and therefore would increase the number of flights from Tokyo to Singapore and Bangkok by introducing twice-daily service from Narita International Airport.⁴ ANA also said the new route would capture demand between Asia and Central and South America through United's network. ANA estimated that the user composition would be 45% from Japan, 50% from Asia/the U.S., and 5% from Central and South America. Before the route's opening in June 2015, ANA launched an advertising campaign using Star Wars characters and bearing the caption "ANA PLANET: To the travelers of this planet." The ads were to be run on mass media, social media in Japan, and the Internet (<http://ana-planet.com/compatible/>). Beginning in the fall of 2015, ANA would fly the B787 with a Star Wars character, R2-D2, painted on its side. And beginning in the spring of 2016, ANA's B777-300ER with a painted Star Wars

character, BB-8,^b would fly mainly for North America. (See **Exhibit 1** for images from the “ANA PLANET” campaign.) In the long-term vision the company announced in January 2015, ANA introduced its aspiration to expand its network to Central/South America and Africa, where Japanese carriers were not flying.

While expanding internationally, ANA had a chance to grow in the domestic market as well: Skymark Airlines, established in 1996 as one of the first Japanese low-cost carriers, filed bankruptcy

in January 2015 and sought a sponsor. The bankruptcy was triggered when Airbus canceled Skymark’s \$1.7 billion order of six A380s placed in 2011.⁵ Though 20 companies, including U.S. carriers, showed an interest in becoming a Skymark sponsor^c and negotiations broke off several times, Skymark submitted a rehabilitation plan that said ANA, the private equity fund Integral, and two major Japanese banks would become Skymark’s sponsors. ANA’s share would be 16.5%. The share would increase to 49.9% if combined with the shares of the two banks, which would side with ANA, while the private equity fund would have a 50.1% share. As of March 2015, Skymark possessed 27 B737-800s, all of which were leased, and flew on 28 domestic routes, including Tokyo-local and local-local. The rehabilitation plan included the closure of 12 unprofitable local-local routes and the increase of the code-sharing flights with ANA. In June, a U.S. aircraft leasing company, which was Skymark’s largest creditor, opposed ANA as a sponsor and submitted its own rehabilitation plan, which excluded ANA and sought help from Delta. The Skymark creditors, including Airbus, met in August 2015 and decided to choose the plan that included ANA as a sponsor.