

Roll No: -----



SET-1
UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Sem Examinations, March 2019

Program: BBA FAS
Subject (Course): Business Policy and Strategy
Course Code : BBCG107
No. of page/s:6

Semester – 6th
Max. Marks : 100
Duration: 3 Hrs.

Section A (CO1,CO2)

Short answer Questions:

- | | |
|---|---------|
| 1) Explain Earning Per Share | 1 Marks |
| 2) Define Shareholders Value | 1 Marks |
| 3) Define Strategic Execution | 3 marks |
| 4) Define Blue Ocean Strategy | 3 marks |
| 5) List three reasons why Strategic Execution Fails | 2 marks |
| 6) Explain importance of corporate culture in strategic Execution | 3 marks |
| 7) Define Core Competence of an organization with example | 3 marks |

True or False 4*1 =4 marks

- 1) Six Sigma is a strategic formulation technique.
- 2) Boston Consulting Group matrix helps to understand firm's external forces.
- 3) PPP means Purchasing power parity in mode of infrastructure management.
- 4) Market Analysis is not a major part of strategy formulation

Section B

Long Answer Question: (Any two) (CO1, CO2,CO3) 20 Marks

Q.1 Effective Strategy is highly depend on the leadership who is leading the Organization.
Comment on the same.

Q.2. Explain type of Controls

Q.3 Explain Strategic Information System and its impact on the Organizational Strategy.

Short Notes (any two $15*2=30$ marks) (CO1,CO2,CO4)

- 1) Write a note on Total Quality Management and its impact on Strategy.
- 2) Staffing follows Strategy
- 3) Write a note on Managing Corporate Culture

Section C ((C04,CO5)

Case Study 15*2= 30 MARKS

In early January, Jet Airways (NSE -1.61 %) and its main lender, State Bank of India , met with aircraft lessors to assure them there was a plan to rescue the debt-laden carrier so it could pay them, sources familiar with the matter said. The idea was to shore up confidence in one of India's biggest brands, squeezed by low fares and high costs. But some lessors quickly lost patience as the bank did not provide details and Jet's founder angrily defied them to take back planes. The idea was to shore up confidence in one of India's biggest brands, squeezed by low fares and high costs. But some lessors quickly lost patience as the bank did not provide details and Jet's founder angrily defied them to take back planes. At one point, the airline's usually jovial founder and chairman, Naresh Goyal, banged his fist on a table, jarring some of the lessors who had flown to Mumbai from Dublin, Singapore and Dubai, said one person who attended the discussions. That meeting went horribly wrong," recalled the executive from a global leasing firm, who did not want to identified because the meeting was not public. Goyal's emotional outburst and Jet's subsequent failure to pay up as promised may have pushed the relationship between the airline and its lessors to a breaking point, two other executives who were at the meeting said, prompting some to take the drastic step of pulling their planes from its fleet.

That has led Jet, which blazed trails in one of the world's fastest-growing air travel markets, to cancel hundreds of flights. Saddled with more than \$1.2 billion in debt, and with dwindling revenue, the airline has said it also owes money to banks, pilots and suppliers. It was not immediately clear how much money Jet owes .Aircraft lessors have been supportive of the company's efforts in this regard," Jet said in its most recent statement to the Mumbai stock exchange on April 2. The 26-year-old airline has posted losses in eight of the past 10 years and its share of the domestic passenger market has fallen to about 15.5 percent in 2018 from 22.5 percent in 2015. Now, with the airline's running out of ways to make money, state-run banks, led by SBI,

took a temporary stake in Jet, promised a new loan of 15 billion rupees (\$216 million) and forced 69-year-old Goyal to resign as chairman.

with uncertain future jet is clearly thinking a way out of the troubling water

- 1) Critically analyze the Jet airways problem. Suggest what went wrong with one of the biggest Airlines in the country (CO3,CO4,CO5)
- 2) Create a strategic plan for revival of Jet Airways Business. (CO3,CO4,CO5)

Roll No: -----



SET-2
UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Sem Examinations, March 2019

Program: BBA FAS
Subject (Course): Business Policy and Strategy
Course Code : BBCG107
No. of page/s:6

Semester – 6th
Max. Marks : 100
Duration: 3 Hrs.

Section A (CO1,CO2)

Short answer Questions:

- | | |
|---|---------|
| 1) Explain Operating Cash Flow | 1 Marks |
| 2) Define Shareholders Value | 1 Marks |
| 3) Define Strategic Execution | 3 marks |
| 4) Define Joint Venture and Merger | 3 marks |
| 5) List three reasons why Strategic Execution Fails | 2 marks |
| 6) Explain importance of corporate culture in strategic Execution | 3 marks |
| 7) Define Core Competence of an organization with example | 3 marks |

True or False 4*1 =4 marks

- 5) Six Sigma is a strategic formulation technique.
- 6) Boston Consulting Group matrix helps to understand firm's external forces.
- 7) PPP means Purchasing power parity in mode of infrastructure management.
- 8) Market Analysis is not a major part of strategy formulation

Section B

Long Answer Question: (Any two) (CO1, CO2,CO3) 20 Marks

Q.1 Effective Strategy is highly depend on the leadership who is leading the Organization.
Comment on the same.

Q.2. Explain type of Controls

Q.3 Explain Stages of International Development.

Short Notes (any two $15*2=30$ marks) (CO1,CO2,CO4)

- 4) Write a note on Total Quality Management and its impact on Strategy.
- 5) Explain Stages of Corporate Development
- 6) Write a note on Management by Objective

Section C ((C04,CO5)

Case Study 15*2= 30 MARKS

In early January, Jet Airways (NSE -1.61 %) and its main lender, State Bank of India, met with aircraft lessors to assure them there was a plan to rescue the debt-laden carrier so it could pay them, sources familiar with the matter said. The idea was to shore up confidence in one of India's biggest brands, squeezed by low fares and high costs. But some lessors quickly lost patience as the bank did not provide details and Jet's founder angrily defied them to take back planes. The idea was to shore up confidence in one of India's biggest brands, squeezed by low fares and high costs. But some lessors quickly lost patience as the bank did not provide details and Jet's founder angrily defied them to take back planes. At one point, the airline's usually jovial founder and chairman, Naresh Goyal, banged his fist on a table, jarring some of the lessors who had flown to Mumbai from Dublin, Singapore and Dubai, said one person who attended the discussions. That meeting went horribly wrong," recalled the executive from a global leasing firm, who did not want to be identified because the meeting was not public. Goyal's emotional outburst and Jet's subsequent failure to pay up as promised may have pushed the relationship between the airline and its lessors to a breaking point, two other executives who were at the meeting said, prompting some to take the drastic step of pulling their planes from its fleet.

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with uncertain future jet is clearly thinking a way out of the troubling water

- 3) Critically analyze the Jet airways problem. Suggest what went wrong with one of the biggest Airlines in the country (CO3,CO4,CO5)
- 4) Create a strategic plan for revival of Jet Airways Business. (CO3,CO4,CO5)