

Name:	 UPES UNIVERSITY WITH A PURPOSE
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2019

Course: BBA AIS

Set 2

Semester: V

Program: Time: 3 Hours

Course code: STGM3002

Max. Marks: 100

Instructions: All Questions are compulsory

SECTION A

(20 Marks)

01	What is a role of a CEO is the business of an organization	02 Marks	CO1
02	Can an Organization without Core Competence sustain its business for long run?	02 Marks	CO1
03	Which strategy is about how to compete successfully in particular markets? A.Business-level strategy B.Corporate-level strategy C.Alliance-based strategy D.Operational-level strategy	02 Marks	CO1
04	What does conventional finance theory say about the spreading of risk for shareholders when a company diversifies? A.There is significant benefit, provided the diversification leads to synergy. B.There is little benefit to shareholders as they have already spread their risk by holding a range of shares. C.There is significant benefit, provided the diversification leads to an increase in corporate parenting capabilities. D.There are always significant benefits from the reductions in risk	02 Marks	CO1
05	What is meant by focused differentiation? A.Providing a high perceived value service or product to a selected market segment that justifies a substantial price premium B.Simultaneously seeking to achieve differentiation and a price lower than that of competitors C.Concentrating on a particular feature of a product or service to achieve differentiation D.Concentrating on differentiation as the primary means of achieving competitive advantage	02 Marks	CO1
06	Which three of the following are the key criteria that should be considered in relation to a multi-business portfolio? A.Potential problems B.Attractiveness C.Balance D.Fit	02 Marks	CO1

	E.Synergy		
07	A particular business unit operates in a low-growth, mature market, in which it has a large market share. What term is used in the BCG matrix for this business? A.Ballast B.Cash cow C.Star D.Harvest/divest	02 Marks	CO1
08	Which three of the following are categories of cost drivers of internationalization? A.Scale economies B.Similar customer needs C.Country-specific differences D.Favourable logistics	02 Marks	CO1
09	Which three of the following are the key factors to consider when assessing international retaliation? A.The reactiveness of the defender B.Five Forces analysis C.The clout that a defender can muster D.The attractiveness of the market to the new entrant E.PESTEL factors	02 Marks	CO1
10	What term is used for the process by which innovations spread among users, varying in pace and extent? A.The tipping point B.Incremental innovation C.Radical innovation D.Diffusion	02 Marks	CO1
SECTION B (20 Marks) (Any two)			
01	How strategy helps the organization to grow.	10 Marks	CO2
02	Apple Wants to enter Indian market. They feel their major competitor is Microsoft. You are hired as a consultant to analyze whether Apple is fit to enter the Indian Market.	10 Marks	CO2, CO3
SECTION-C (30 Marks)			
01	Apply PESTEL analysis in the Insurence Industry. Explain each factors how it is interacting with the industry(Take case of Indian Insurence Industry)	15 Marks	CO3, CO4,
02	Explain Strategic Audit of an organization, apply it on banking Sector.	15 Marks	CO3, CO4
SECTION-D (30 Marks)			
01	After the merger of Bank of Baroda with Dena Bank and Vijaya Bank, the amalgamated lender is focusing on integrating the sprawling technology systems of the three financial firms to provide a smooth customer experience. The IT heads of	30 Marks	CO4

<p>the three banks, which together have over 9,500 branches, began chalking out an integration strategy the moment the deal was announced. They, however, had some time before the required slew of approvals came in for the three-way merger. Integrating was essential to allow a customer to go into any branch and request basic services such as account balance, depositing cash or using ATMs without facing out-of-network charges. “Even though we used the same core banking platform – Finacle – Bank of Baroda was on version 10, while the other two banks were on version 7. There is a huge difference,” said Bank of Baroda’s chief technology officer Sharad Saxena.</p> <p>“So, we had to create interconnections between the systems, because migrating everyone to one platform would take too long,” Saxena told ET. The three banks had about 25 core applications and 100 surrounding applications to run their operations, he pointed out</p> <p>We had teams that were prepared to run the banks’ IT and manage innovation, but not necessarily to handle the large amount of integration it required. We brought in people from outside and hired consultants to help in the process,” Saxena said</p> <p>In any merger, there is usually a massive displacement of service providers and vendors as companies consolidate parts of their technology stack that have been duplicated. For Bank of Baroda, this meant having to understand what to do with the three banks’ networking equipment and data centres, and how to manage all of this to achieve cost-savings that are at the heart of any consolidation.</p> <p>Part of the wish list for the amalgamated entity was to ensure that the consolidation occurred with minimal wastage of expensive technology investments, Saxena said. The bank also had to figure out what to do with the sometimes overlapping investments the three lenders had individually made in innovative technologies.</p> <p>Part of the wish list for the amalgamated entity was to ensure that the consolidation occurred with minimal wastage of expensive technology investments, Saxena said. The bank also had to figure out what to do with the sometimes overlapping investments the three lenders had individually made in innovative technologies.</p> <p>“We had to understand what the investments were and how to bring them to a logical end. In some cases, the work is still underway till it comes to a natural end-point. And some of Bank of Baroda’s innovations are being extended to the other two banks,” Saxena said.</p> <p>Q.1 : Comment on the technological integration of both bank merger. 15 marks Q.2 : You are hired as a consultant to streamline to integration process how will you go about it. 15 marks</p>	<p>CO2</p>
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