

<b>Name:</b>	 <b>UPES</b> <small>UNIVERSITY WITH A PURPOSE</small>
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, Dec' 2019**

<b>Name of the Program: BBA MM</b>	<b>Semester – V</b>
<b>Subject Name: Business Policy and Strategy</b>	<b>Max. Marks : 100</b>
<b>Subject Code : STGM 3002</b>	<b>Duration : 3 Hrs</b>

**SECTION A**

**( 20 \* 1 Marks Each = 20 Marks)**

Q1.	<p><b>Choose correct answer with explanation</b></p> <p>1. 'market driven' firm will typically:</p> <ol style="list-style-type: none"> <li>a) Develop new products and then find someone to sell them to</li> <li>b) Define the target market and produce products that will satisfy those customers' needs</li> <li>c) Operate in a product-oriented fashion</li> <li>d) Suffer from market-myopia</li> </ol> <p>2. Segmentation is a way of:</p> <ol style="list-style-type: none"> <li>a) Subdividing markets</li> <li>b) Subdividing industries</li> <li>c) Differentiating products</li> <li>d) Subdividing organizations into departments</li> </ol> <p>3. Porter's generic strategies are:</p> <ol style="list-style-type: none"> <li>a) Low price, differentiation, focus</li> <li>b) Cost leadership, differentiation, cost focus, focus differentiation</li> <li>c) Price leadership, differentiation, focus</li> <li>d) Low cost, differentiation, focus differentiation</li> </ol> <p>4. Substantial changes to the range of offerings or the markets served or both are known as:</p> <ol style="list-style-type: none"> <li>a) Differentiation</li> <li>b) Diversification</li> <li>c) Relocation</li> <li>d) Brand extension</li> </ol> <p>5. At corporate level, diversification comes about when a firm is involved in two or more:</p> <ol style="list-style-type: none"> <li>a) Businesses</li> <li>b) Markets</li> <li>c) Segments</li> <li>d) Industries</li> </ol>	<b>1X10=10</b>	<b>CO1</b>
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	<p>6. On average, the highest levels of profitability are shown by:</p> <ol style="list-style-type: none"> <li>Firms focused on just one or two products</li> <li>Firms with a moderately diverse range of related products and businesses</li> <li>Firms with a very diverse range of related products and businesses</li> <li>Firms with a diverse range of unrelated products and businesses</li> </ol> <p>7. Economies of scale are derived from:</p> <ol style="list-style-type: none"> <li>Achieving cheaper unit costs through making larger quantities</li> <li>Using cheaper raw materials</li> <li>Increasing the breadth of the portfolio</li> <li>Increasing the number of markets served</li> </ol> <p>8. Which of the following outcomes is NOT an advantage of a completely vertically integrated business?</p> <ol style="list-style-type: none"> <li>Potentially greater control is achieved</li> <li>Potentially greater quality is achieved</li> <li>Lowering of risk is achieved</li> <li>Lower price of supplies is achieved</li> </ol> <p>9. Which of the following might be sources of synergy between two business units?</p> <ol style="list-style-type: none"> <li>They have similar customers and use the same distribution channels</li> <li>The profits from one can be used to finance the other when its gets into trouble</li> <li>They both have a website</li> <li>They are both located in the same town</li> </ol> <p>10. Which of the following might NOT be an advantage of increasing the number of countries in which a clothing firm does business?</p> <ol style="list-style-type: none"> <li>Exposure to demanding customers with exotic tastes</li> <li>Increased efficiency</li> <li>Making life more difficult for competitors</li> <li>Increased access to funding</li> </ol>		
Q2.	<p><b>Examine the veracity (True and False) of the statement with explanation</b></p> <ol style="list-style-type: none"> <li>Middle management sets the moral tone of an organization, which is then filtered downward to lower management for implementation.</li> <li>Strategy formulation, implementation and evaluation activities occur at three hierarchical levels in a large diversified organization: corporate, divisional and functional.</li> <li>Internet privacy is a legal issue not an ethical issue, according to experts</li> <li>Insider trading, hostile takeovers and using nonunion labor in a union shop are business actions always considered to be unethical.</li> <li>Business intelligence refers solely to information about your competitors.</li> <li>OLAP refers to the new Online Application Program utilized by many companies to automatically process job applications..</li> <li>Restructuring necessitates the corporate office to find either firms in industries on the threshold of significant, positive change or poorly performing firms with unrealized potential.</li> </ol>	<p><b>1X10=10</b></p>	<p><b>CO1</b></p>

	<p>8. Firms can directly acquire the assets and competencies of other firms through joint ventures.</p> <p>9. Reliance on written contracts to delimit responsibilities and enforce compliance is imperative for strategic alliances to be effective.</p> <p>10. When a company, threatened by takeover, offers its stock at a reduced price to a third party it is called greenmail.</p>		
<b>SECTION B ( 4* 5 Marks Each -20 Marks)</b>			
Q3.	<p><b>Write short notes on any four with suitable examples</b></p> <ol style="list-style-type: none"> <li>1. Control techniques and tools</li> <li>2. Technology diffusion and Importance of segment zero</li> <li>3. Role and Responsibilities of Board of Directors</li> <li>4. Concentric Diversification</li> <li>5. Relationship between strategy and structure</li> </ol>	<b>5X4 = 20</b>	<b>CO2</b>
<b>SECTION-C ( 2* 10 Marks Each- 20 Marks)</b>			
Q4.	Which types of corporate strategy would be applicable in adverse conditions. Explain while keeping Doordarshan crisis into account	<b>10</b>	<b>CO3</b>
Q5.	What is the importance of structural implementation in the strategic management of Media industry. Explain the different structures that would be required in different level of strategy	<b>10</b>	<b>CO3</b>
<b>SECTION-D ( 40 Marks)</b>			
<p><b>Please read the following paragraph carefully and answer the following questions</b></p> <p>The Indian Media and Entertainment Industry has been the front runner in terms of innovation, creativity, growth through self-disruption and perseverance to find long term value in a business which essentially thrives on short loops that builds beautifully into a never-ending chain of both realism and imagined realism.</p> <p>A fast-moving sector, high on rapid innovation and fluid creativity, thrives on keeping in step with its evolving consumers. Consumer understanding has always been its validator, what with consumer insights churned almost real time to support decision making. The sector growth has been outperforming the nominal GDP growth rate of India. The sector grew 13.4% over 2017 to reach INR 1.67 trillion in 2018.</p> <p>At the centre of it is mainly the content that aspires to fulfil the consumers' need for entertainment, edutainment, escapism and empowerment. The wow factor of Indian content is its need and ability to be heterogeneous. Mirroring Indian-ness, a fabric that shifts in texture and colour every few kilometres. Rich in history, legacy of sharing wisdom through the power of story-telling, vibrant cultures and languages, rooted progression, it needs great talent to blend these in a customized yet mass manner and engage consumers in entertainment as well as advertising content. And I believe Indians are talented content creators and have the business acumen and street smartness, to manage this complex business without trapping it into a suffocating box.</p> <p>The media &amp; entertainment industry envelopes all brands and businesses across all Industries by ideating, planning and executing their brand story-telling, brand launches, campaigns, public relations, marketing, promotions, events and so on. And it has its own brands, businesses and stories to tell, manage and grow. An industry that has meaningful business connections with everyone. While the traditional news media has evolved to have brand extensions to cater to the changing consumers driven by technological shift, it is in the space of entertainment that we witness large</p>			<b>CO4</b>

<p>scale disruption. Disruption of genre, duration, consumer segments, scale, destination, platform, revenue models, regulation, distribution, geography to name some. Technology has further expedited the pace of disruption in an industry that prides on disrupting itself</p>		
<p>Q6. Media companies are facing disruption . Comment while citing examples from media companies which handled disruptive models with befitting strategies</p>	<b>10</b>	
<p>Q7. identify the challenges and prospects for Indian Media Industry while using EFAS matrix</p>	<b>15</b>	
<p>Q8. Select a company of your choice and suggest strategic mix using TWOS matrix while considering the scenario outlined in the case</p>	<b>15</b>	