

Name:
Enrolment No:



UNIVERSITY OF PETROLEUM & ENERGY STUDIES
Online End Semester Examination – December 2020

Program: MBA AVM
Subject/Course: Strategic Management
Course Code:

Semester: 3rd
Max. Marks: 100
Duration: 3 Hours

SECTION A

1. Each question carries 5 marks

Q.No		Marks	COs
	Section A		
1	List phases of Strategic management.	5	1
2	True or False 1) Softbank is the new investor of Jet Airways 2) BCG matrix was created by CK Prahalad 3) Cost leadership companies focus on innovative products 4) Mission Statement creation is under Strategic Execution 5) Nikesh Arora was the CEO of Theranos	5	1
3	Explain important of Strategy Execution for an Organization	5	4
4	Explain Difference between Merger and Joint Venture	5	4
5	Explain 5 important factors for better strategy execution	5	1,2
6	What do you mean by Resource Based View of the firm	5	1,2

Section B

1. Each question will carry 10 marks
2. Instruction: Write short/brief notes

1	Explain Market of any one of the following : Video Games , Pipl,Artificial Intelligence	10	3
2	Explain Porters Generic Framework with example	10	2
3	Explain 4As of Strategy	10	2
4	Explain the importance Organization Structure	10	2
5	You are the CEO of ABC Airlines, a major airline headquartered in Mumbai, India. Operating an extensive international and domestic	10	2

	<p>network, ABC Airline is the world’s largest airline by fleet size and revenue, and the second largest by number of destinations served, after British Airways.</p> <p>You are just informed that the price of oil has dropped to \$0.As a CEO what should be your next action plan.</p>		3
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Section C

1) Short Case Study

1	<p>The global outbreak of COVID-19 led to the freezing of flight operations — both domestic and international— in India by the end of March, to restrict passenger movement and to prevent further spread of the virus.</p> <p>This has inflicted a dent — in terms of revenue and job losses — on the already struggling Indian civil aviation sector, government data show. Though limited operations have started, experts suggest that it will take some time for the industry to bounce back to the pre-COVID levels.</p> <p>The Airports Authority of India (AAI) — responsible for managing and maintaining civil aviation infrastructure across the country — reported a 92 percent fall in its revenue from Rs 2,973 crore during April-June 2019 to Rs 239 crore during the corresponding period in 2020,</p> <p>Other wings of the aviation sector also took a hit. The revenue of Indian carriers declined by 86 percent, airport operators witnessed an 84 percent drop, and Air India reported a 78 percent fall in revenue during April-June 2020, over April-June 2019.</p> <p>“The revenue impact on the Indian aviation industry for FY21 is likely to be over 50 percent, and job losses, including compulsory leave without pay, are likely to be around 30 percent-plus,” Manvi Hooda, Practice Lead Consulting & Research, CAPA South Asia, said.</p> <p>The full-year revenue impact depends on the direction of capacity induction, which, we estimate at this stage, to be around 60 percent plus in Q3, and around 70-75 percent for Q4, while airline losses for FY21 is expected to be around \$4 billion, she added.</p>	20	3 2
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Passenger traffic is resuming but airlines are not able to meet the financial requirement, which could lead to financial collapses, going forward, if not addressed in time.

Airports, too, are not able to generate much revenue as they are dependent on the aviation (flights) sector. So, the whole financial cycle of the sector is going to be affected unless it is sorted by strong and supportive government measures, he said.

Both the aviation and tourism industries are very badly hit in terms of employment and it will take time to revive," said Kaul. "Aviation might get back sooner as compared to the tourism and hospitality sector. The pick-up in the aviation sector has already resumed and is pretty good, with flights now flying with full capacity or the required 50-percent mark. Domestic sector will revive by the end of the year, but the international sector will still take time. Tourism industry is badly down, impacting the aviation sector, and that is a cause for worry," he added.

The passenger footfall across AAI airports saw a significant drop from 14.5 million in January 2020 to 27,687 in April 2020. With the economy opening up and public mobility resuming, this has now started picking up (2.97 million in August 2020).

With regards to the revival of the industry, Hooda said: "We expect pre-COVID traffic recovery by FY23. The domestic sector may recover early, but international recovery is unlikely till mid- or end-FY23."

Travelling by air has been safe and that has given confidence to people, which is evident from the weekly traffic increase from 45,000 per day at the end of May to over 150,000 per day in October, she pointed out.

Kaul also emphasised on the need to have quality testing at airports. "Antigen test, which is being done at the moment, is not good enough. What is required is the RT-PCR test, which is of global standards," he suggested.

- 1) Why Consumer traffic is dropping drastically. Create a revival plan for Aviation Sector in India to improve passenger traffic in Indian Aviation Sector

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ANSWERS