

Name:	
Enrolment No:	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 2018**

**Course: Essentials of Strategic Management CC BBCG111**

**Semester: 5<sup>th</sup>**

**Programme: BBA Aviation Operation**

**Time: 03 hrs.**

**Max. Marks: 100**

**Instructions:**

**SECTION A**

S. No.	Attempt all of the following, each question carry two marks.		
Q 1	What is strategic implementation process	2	CO 1
Q 2	List two challenges of Strategic Implementation Process	2	CO 1
Q 3	What is Corporate Governance	2	CO 1
Q 4	Define DMAIC	2	CO 1
Q 5	Why Evaluation and control important for an Organization.	2	CO 1
Q 6	Core Competence was coined by	2	CO 1
Q 7	What is Downsizing.	2	CO 1
Q 8	Culture is not a part of Strategic Management (True/False)	2	CO 1
Q 9	Human Resource planning is not a part of Strategic Management(True/False)	2	CO 1
Q 10	Strategic Implementation is the least important part of Business(True/False)	2	CO 1

**SECTION B**

**Attempt any two**

Q 1	Explain the term “STRUCTURE FOLLOWS STRATEGY “with example.	10	CO3
Q 2	Explain MANAGEMENT BY OBJECTIVES.	10	CO2
Q 3	Explain Total Quality Management	10	CO3

**SECTION-C**

**Attempt any two**

Q 1	Explain International Issues in Strategy Implementation.	15	CO2
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Q 2	Explain STAGES OF INTERNATIONAL DEVELOPMENT. With examples	15	CO3
Q 3	Explain problems in measuring Performance.	15	CO3
<b>SECTION-D (30 marks =15*2 marks)(all questions are compulsory)</b>			
Q 1	<p>Crisis-hit Jet AirwaysNSE 1.91 % on Monday reported a standalone net loss of Rs 1,323 crore for the quarter ended June 30. The carrier had posted a profit of Rs 53.50 crore in the year ago period.</p> <p>Total income of the company, however, rose to Rs 6,010 crore from Rs 5,648 crore in the year ago quarter.</p> <p>The company blamed macroeconomic factors led by an increase in high fuel price, a depreciating rupee and the resulting mismatch between high fuel prices and low fares primarily .</p> <p>The company has incurred a loss during the current quarter and has negative net worth as of June 30. It has undertaken various initiatives in relation to saving cost, optimize revenue management opportunities and enhance ancillary revenues. These initiatives are expected to result in improved operating performance,” Jet Airways said in a regulatory filing on Monday</p> <p>The company's said its continued thrust to improve operational efficiency and initiatives to raise funds, including monetisation of assets, are expected to address uncertainties in relation to generation of sustainable cash flows and ability to repay its borrowings.</p> <p>The management of Jet Airways is understood to have conveyed to its senior pilots that it might have to ground 23 Boeing 737s to cut down losses. At a meeting held on October 9 with the National Aviators Guild (NAG), the pilot union of Jet, the airline also informed that it won't be able to meet the commitment to pay pilots and engineering staff pending salaries for September.</p> <p>“The management suggested it is looking at grounding 23 Boeing 737s operating on domestic routes to mitigate losses,” one of the senior pilots present in the meeting</p>		

	<p>confirmed to FE. Vinay Dube, Jet’s CEO, and Rahul Taneja, chief people officer, were among those present, sources said.</p> <p>In its fleet of 124 aircraft, Jet has 82 different variants of Boeing 737s including Boeing 737-700, 737-800, 737-900 and 737-900ER and this narrow body aircraft is its workhorse for domestic operations.</p> <p>In response to FE’s query on the issue, a Jet Airways spokesperson said, “Jet Airways categorically denies your information which is factually incorrect and misleading. The airline also urges the publication to refrain from reporting speculative information being circulated via sources with malicious intent.”</p> <p>Aviation experts said grounding of aircraft happens in two scenarios. In the first case, it is done to curtail bleeding due to operational losses as direct operating costs do not get recovered by revenues. In the second case, grounding takes place if an airline is facing issues with its lease payments and there are pending dues, or if there is lack of spares which is due to payments not made to vendors or suppliers.</p> <p>Jet’s first quarter losses were at Rs 1,323 crore. As on June 2018, it had gross debt of Rs 8,620 crore, of which Rs 1,968 crore was related to aircraft. The airline’s accumulated losses stand at Rs 10,878 crore and it is currently working on a turnaround plan to save Rs 2,000 crore over a couple of years through several initiatives that the board had approved in August.</p>		
	<p>Q.1 Taking the above scenario in mind , explain why airlines in India are facing challenges to survive in the market.</p> <p>Q.2 : You are hired as a business consultant for Jet airways , advice management the action plan for reviving the business back to profit.</p>	<p><b>15 marks each</b></p>	<p><b>CO3,C O4,CO 5</b></p>