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Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES	
End Semester Examination, May 2020	
Programme : BBA FT Course: Essentials of Strategic Management Time: 03 Hours Instructions: Attempt all sections and questions	Semester: VI Course Code: STGM3001 Max. Marks : 100

SECTION A

Q.1	Multiple choice questions	Marks	CO
.	<p>i. Vertical integration may be beneficial when</p> <p style="margin-left: 20px;">A) flexibility is reduced, providing a more stationary position in the competitive environment.</p> <p style="margin-left: 20px;">B) the minimum efficient scales of two corporations are different.</p> <p style="margin-left: 20px;">C) lower transaction costs and improved coordination are vital and achievable through vertical integration.</p> <p style="margin-left: 20px;">D) various segregated specializations will be combined.</p> <p>ii. An advantage of a divisional type of organizational structure is</p> <p style="margin-left: 20px;">A) an enhanced ability to respond quickly to changes in the external environment.</p> <p style="margin-left: 20px;">B) efficient use of managerial and technical talent.</p> <p style="margin-left: 20px;">C) high degree of emphasis on long term performance.</p> <p style="margin-left: 20px;">D) uniformity in image and quality across divisions.</p> <p>iii. A narrow market focus is to a differentiation-based strategy as a</p> <p style="margin-left: 20px;">A) growth market is to a differentiation-based strategy.</p> <p style="margin-left: 20px;">B) growth market is to a cost-based strategy.</p> <p style="margin-left: 20px;">C) technological innovation is to a cost-based strategy.</p> <p style="margin-left: 20px;">D) broadly-defined target market is to a cost leadership strategy.</p> <p>iv. Denoted in the Boston Consulting Group Portfolio management technique, a "cash cow," refers to a business that has</p> <p style="margin-left: 20px;">A) relatively low market share and low market growth.</p> <p style="margin-left: 20px;">B) low market growth and relatively high market share.</p> <p style="margin-left: 20px;">C) relatively low market share and high market growth.</p> <p style="margin-left: 20px;">D) high market growth and relatively high market share.</p> <p>v. As a rule, discussions of the relationship between strategy and structure strongly connote that</p> <p style="margin-left: 20px;">A) strategy follows structure.</p> <p style="margin-left: 20px;">B) strategy can effectively be formulated without considering structural elements.</p> <p style="margin-left: 20px;">C) structure typically has a very small influence on a firm's strategy.</p> <p style="margin-left: 20px;">D) structure follows strategy</p>	5X6=30	CO1

	<p>vi .Which of the following is false regarding how a differentiation strategy can help a firm to improve its competitive position vis à vis Porter's five forces?</p> <p>A) by increasing a firm's margins, it avoids the need for a low cost position</p> <p>B) it helps a firm to deal with supplier power and reduces buyer power since buyers lack comparable alternatives</p> <p>C) supplier power is increased because suppliers will be able to charge higher prices for their inputs</p> <p>D) firms will enjoy high customer loyalty, thus experiencing less threat from substitutes than its competitors</p>		
SECTION B			
	Write short answers	Marks 10X5= 50	CO
Q2	What are the evaluation and control techniques available to check the efficiency and efficacy of the strategy	10	C02
Q3	Enumerate and enunciate the resource and capabilities required to implement cost leadership and differentiation strategies	10	C02
Q4	As a strategist for off shore operations , suggest various modes of international growth.	10	C03
Q5	Explain the problems and solutions in the implementation of strategy	10	C03
Q6	As a strategist suggest basket of strategies for company falling in financial and operational glitches	10	C03
Section-C			
Case/ application based questions			
	<p>Please read the following paragraph carefully and answer the following questions</p> <p>Dr. Sukumar inherited his father's Dey's Lab in Delhi in 1995. Till 2002, he owned 4 labs in the National Capital Region (NCR). His ambition was to turn it into a National chain. The number increased to 7 in 2003 across the country, including the acquisition of Platinum lab in Mumbai. The number is likely to go to 50 within 2 – 3 years from 21 at present. Infusion of Rs.28 crores for a 26% stake by Pharma Capital has its growth strategy.</p>		CO4

	<p>The lab with a revenue of Rs.75 crores is among top three Pathological labs in India with Atlantic (Rs.77 crores) and Pacific (Rs.55 crores). Yet its market share is only 2% of Rs.3,500 crores market. The top 3 firms command only 6% as against 40 – 45% by their counterparts in the USA.</p> <p>There are about 20,000 to 1,00,000 stand alone labs engaged in routine pathological business in India, with no system of mandatory licensing and registration. That is why Dr. Sukumar has not gone for acquisition or joint ventures. He does not find many existing laboratories meeting quality standards. His six labs have been accredited nationally whereon many large hospitals have not thought of accreditation. The College of American Pathologists accreditation of Dey's lab would help it to reach clients outside India.</p> <p>In Dey's Lab, the bio-chemistry and blood testing equipments are sanitized every day. The bar coding and automated registration of patients do not allow any identity mix-ups. Even routine tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1650 variety of tests. Same day reports are available for samples reaching by 3 p.m. and by 7 a.m. next day for samples from 500 collection centres located across the country. Their technicians work round the clock, unlike competitors. Home services for collection and reporting is also available. There is a huge unutilized capacity. Now it is trying to top other segments. 20% of its total business comes through its main laboratory which acts as a reference lab for many leading hospitals. New mega labs are being built to encash preclinical and multi – centre clinical trials questions.</p>		
Q7.	What vision Dr. Sukumar has at the time of inheritance of Dey's lab? Has it been achieved?	10	CO4
Q8.	For growth and overtaking competitors, which business strategy has been adopted by Dr. Sukumar?	10	CO4