

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019

Course: Strategic Management

Program: MBA IB

Course code: STGM8001

Semester: 3rd

Time: 3 Hours

Max. Marks: 100

Instructions: All Questions are compulsory

SECTION A

(20 Marks)

01	The primary aim of Porter's Five Forces framework is to answer which of the following questions? A. Which industries should we enter (or leave)? B. What do we know about the various forces? C. Is the industry a good one to compete in or not? D. What influence can be exerted? E. How are competitors differently affected	02 Marks	CO1
02	Is CEO only responsible for Business Strategy. Comment	02 Marks	CO1
03	Which three of the following are categories of cost drivers of internationalisation? A. Scale economies B. Similar customer needs C. Country-specific differences D. Favourable logistic	02 Marks	CO1
04	Which of the following statements does not apply to strategic groups? A. Strong mobility barriers impede imitation. B. By identifying the most attractive 'strategic spaces' within an industry, you can draw up a strategic group map. C. They are characterised by 'mobility barriers' dash– obstacles to movement from one group to another. D. Managers can focus on their direct competitors within their particular strategic group, rather than the whole industry	02 Marks	CO1
05	What is a strategic gap? A. A gap in the supply chain. B. A gap in an organisation's product range. C. An opportunity in the competitive environment that isn't being fully exploited by competitors. D. An opportunity to develop new capabilities	02 Marks	CO1
06	What is the key outcome from PESTEL analysis? A. Five Forces B. Identification of the drivers for change C. Critical success factors D. Possible scenarios	02 Marks	CO1
07	In which of the following situations is buyer power likely to be high? A. Where switching costs are low B. Where ultimate consumer power is weak C. Where the buyer can threaten to compete	02 Marks	CO1

	D.Where a few large customers account for the majority of sales		
08	Which of the following are the strengths of the Anglo-Saxon (US, UK etc.) shareholder model of governance? A.Long-term industrial strategy B.Better decision making C.Short-termism D.Consistency between political, economic and administrative goals E.Volatile instabilityF.Reduced riskG.Increased innovation and entrepreneurship	02 Marks	C01
09	Which of the following is most likely to be a key issue during the start-up stage? A.Releasing capital as a reward B.Changing to intrapreneurship C.Sources of capital D.Changing from the role of entrepreneur to manager	02 Marks	CO1
10	Which of the following are the contextual factors that managers should consider when deciding whether to move first or not? A.The speed of change in the market B.The shape of the experience curve C.The organisation's capacity for profit capture D.The availability of complementary assets	02 Marks	CO1
SECTION B (30 Marks) (Any two)			
01	Comment on recent Rajat Gupta case from the corporate governance view.	15 Marks	CO2
02	What lesson we can learn from the alliance of Nissan-Renault. How recent issues with Carlos Ghosn will affect the business of both firms.	15 Marks	CO2, CO3
SECTION-C (50 Marks)			
01	Which innovation character could apple leverage to manage resistance to future generations of apple watch?	15 marks	CO3, CO4,
02	What are the consumer characteristics that apple needs to influence to overcome consumer resistance to its smartwatch?	15 marks	CO3, CO4
03	Discuss the barriers and sources of active and passive innovation resistance in the context of apple watch?	20 marks	CO3, CO4