

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, may 2023

Course: Essentials of Strategic Management

Program: BBA-AVM

Course Code: STGM2006

Instructions: All questions are compulsory

Semester: 4th

Time : 03 hrs.

Max. Marks: 100

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
1	A). What is the starting point of Strategic Intent? 1. Goal 2. Objective 3. Vision 4. Mission	2	CO1
	B).SWOT stands for 1. Services worldwide optimization and transport 2. Special weapons for operations for timeless 3. Strength weakness opportunities and threats 4. Strength worldwide overcome threats	2	CO1
	C).Competitive advantage can be best described as 1. Increased efficiency 2. What sets an organisation apart 3. A strength and the organisations 4. Intangible resources	2	CO1
	D). Selling all of a company's assets for their tangible worth is called 1. Divestiture 2. Concentric Diversification 3. Liquidation 4. Unrelated integration	2	CO1
	E). Low cost, Differentiation and Focus are examples of 1. Corporate strategies 2. Operational strategies 3. Business strategies 4. Functional strategies	2	CO1
	F). When does horizontal integration occur? 1. When a firm acquires or merges with a major competitor 2. When a firm acquires or merges with a an unrelated business 3. When a firm acquires or merges with a distributor 4. When a firm acquires or merges with a supplier firm	2	CO1

	G). In which of the following scenarios is a joint venture likely to be more attractive than acquisition? <ol style="list-style-type: none"> 1. Horizontal integration 2. Vertical integration 3. New market entry 4. Larger resource pool 	2	CO1
	H).Divestment is what kind of strategy? <ol style="list-style-type: none"> 1. An asset-reduction strategy 2. A weakness-reduction strategy 3. A product-reduction strategy 4. A cost-reduction strategy 	2	CO1
	I).Sustained survival implies <ol style="list-style-type: none"> 1. that a turnaround is achieved, but there is little further growth 2. that a turnaround is achieved, and there is potential for further growth 3. that a turnaround is achieved, and there is a clear opportunity to employ a new growth strategy 4. that a turnaround is achieved, and it is appropriate to diversify soon 	2	CO1
	J). The three organisational levels are <ol style="list-style-type: none"> 1. Corporate level, business level, functional level 2. Corporate level, business unit level, functional level 3. Corporate strategy level, business unit level, functional level 4. None 	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q 2	How do you create a strategy for competitive advantage? Give an instance.	5	CO2
Q 3	What types of activity or capability a firm should have to support low cost leadership strategy?	5	CO2
Q 4	What are the factors responsible for an effective strategy?	5	CO2
Q 5	Identify any firm in business community near to your university that you believe are using any of the Grand or generic strategies. Explain	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q 6	What is BCG matrix? What are its uses and limitations	10	CO3
Q 7	What is conglomerate diversification?	10	CO3
Q 8	What are the basic elements of planning?	10	CO3
SECTION-D 2Qx15M= 30 Marks			
Q 9	Company XYZ is a well-established manufacturer of consumer electronics, with a diverse range of products ranging from smartphones and laptops to home appliances.	15	CO4

	<p>The company has been facing intense competition from its rivals, especially in the smartphone market, which is the company's primary revenue generator. The CEO of the company has decided to adopt a new strategic management approach to revamp the company's operations and regain its competitive edge.</p> <p>Questions:</p> <ol style="list-style-type: none"> I. What factors led the CEO of Company XYZ to adopt a new strategic management approach. II. What are the potential benefits and risks associated with the new strategic management approach? III. What steps can the CEO take to ensure the successful implementation of the new strategic management approach? 		
Q 10	<p>(a) List the Environmental factors that can affect an organization's Strategy. (b) How would you analyze Competitive Environment?</p>	15	CO4