

Name:	 UPES <small>UNIVERSITY WITH A PURPOSE</small>
Enrolment No:	

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

Course: Business Policy and Strategy Program: BBA LM Course code: STGM3002 Max. Marks: 100 Instructions: All Questions are compulsory	Semester: V Time: 3 Hours Max. Marks: 100
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SECTION A (20 Marks)

01	What is a role of a CEO is the business of an organization	02 Marks	CO1
02	Can an Organization without Core Competence sustain its business for long run?	02 Marks	CO1
03	Which strategy is about how to compete successfully in particular markets? A.Business-level strategy B.Corporate-level strategy C.Alliance-based strategy D.Operational-level strategy	02 Marks	CO1
04	What does conventional finance theory say about the spreading of risk for shareholders when a company diversifies? A.There is significant benefit, provided the diversification leads to synergy. B.There is little benefit to shareholders as they have already spread their risk by holding a range of shares. C.There is significant benefit, provided the diversification leads to an increase in corporate parenting capabilities. D.There are always significant benefits from the reductions in risk	02 Marks	CO1
05	What is meant by focused differentiation? A.Providing a high perceived value service or product to a selected market segment that justifies a substantial price premium B.Simultaneously seeking to achieve differentiation and a price lower than that of competitors C.Concentrating on a particular feature of a product or service to achieve differentiation D.Concentrating on differentiation as the primary means of achieving competitive advantage	02 Marks	CO1
06	Which three of the following are the key criteria that should be considered in relation to a multi-business portfolio? A.Potential problems B.Attractiveness C.Balance D.Fit	02 Marks	CO1

	E.Synergy		
07	A particular business unit operates in a low-growth, mature market, in which it has a large market share. What term is used in the BCG matrix for this business? A.Ballast B.Cash cow C.Star D.Harvest/divest	02 Marks	CO1
08	Which three of the following are categories of cost drivers of internationalization? A.Scale economies B.Similar customer needs C.Country-specific differences D.Favourable logistics	02 Marks	CO1
09	Which three of the following are the key factors to consider when assessing international retaliation? A.The reactivity of the defender B.Five Forces analysis C.The clout that a defender can muster D.The attractiveness of the market to the new entrant E.PESTEL factors	02 Marks	CO1
10	What term is used for the process by which innovations spread among users, varying in pace and extent? A.The tipping point B.Incremental innovation C.Radical innovation D.Diffusion	02 Marks	CO1
SECTION B		(20 Marks)	
01	How strategy helps the organization to grow.	10 Marks	CO2
02	Alibaba Wants to enter Indian market. They feel their major competitor is Flipkart. You are hired as a consultant to analyze whether Alibaba is fit to enter the Indian Market.	10 Marks	CO2, CO3
SECTION-C		(30 Marks)	
01	Apply PESTEL analysis in the Ecommerce Industry. Explain each factors how it is interacting with the industry(Take case of Indian Ecommerce Industry)	15 Marks	CO3, CO4,
02	Explain Strategic Audit of an organization, apply it on Ecommerce Sector.	15 Marks	CO3, CO4
SECTION-D		(30 Marks)	
01	Flipkart India Private Limited, the wholesale entity of Walmart-backed homegrown e-commerce firm Flipkart, has suffered an increase in net loss by 85.91 per cent in the financial year 2018-2019 compared to the previous year.	30 Marks	CO4

<p>Flipkart India Private Limited reported a net loss of Rs 3,836 crore as compared to Rs 2,063 crore in the previous financial year, according to the regulatory documents filed by Flipkart, which were sourced from business intelligence platform Paper.vc.</p> <p>“There has been an increase in the net loss by 85.91 per cent,” said Flipkart in the regulatory documents.</p> <p>Flipkart India's total income rose by 42.82 per cent to Rs 30,931 crore from Rs 21,657 crore. However, in the same period, the consolidated income of Flipkart Internet Private Limited has increased by 57 per cent and it reported lower losses. Flipkart Internet Private Limited has earned a total income of Rs 4,804 crore as compared to Rs 3,060 crore in the previous year.</p> <p>Market place services was a key contributor to Flipkart Web's revenues which stood at Rs 1,983 crore. Logistics charges were recorded at Rs 996 crore, whereas promoting revenues doubled to Rs 576 crore, reported The Times of India.</p> <p>While salaries and ESOPs in the last fiscal rose 91% to Rs 1,889 crore, advertising and promotion expenses rose 56% to Rs 1,141 crore. Flipkart Internet logged a 68% rise in net profit to Rs 377 crore.</p> <p>During the announcement of deal with Flipkart, Walmart had said it sees losses of \$1.5 billion for 2019 at the firm. Flipkart's parent firm which is registered in Singapore operates in India by means of numerous models. It runs core on-line retail enterprise under Flipkart Internet, and Flipkart India, which is the wholesale unit that has been used to source exclusive merchandise.</p> <p>Q.1 : Comment on the current challenges of Flipkart. 15 marks</p> <p>Q.2 : You are hired as a consultant to improve business of flipkart ,how will you go about it. 15 marks</p>		<p>CO2</p>
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