

Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019
Course: Strategic Management
Program: MBA (General/PSM)
Course Code: STGM-8001
Semester: III
Time: 03 hrs.
Max. Marks: 100
SECTION A

S. N.		Marks	CO
Q 1	Attempt all parts. All parts carry equal marks.	[20]	
i.	Name of the Author and Title of any Two Books, which you must have read during your studies on any one of the Subject (Marketing Management/Human Resource Management or Strategic Management).	[2]	CO1
ii.	Which Management Guru said "Strategy is the State of Mind". a) Kanaiche Ohaame b) C.K. Prahlad c) Clausewitz	[2]	CO1
iii.	The Vision of Domino Pizza is: a) Best Pizza Delivery Company b) Make their Presence felt Globally c) Survival In Pizza World	[2]	CO1
iv.	Business Policy as a Subject of Study in University Education was first introduced in: a) USA b) Germany c) Japan	[2]	CO1
v.	One of the important factor in Strategic Management Process is: a) Environmental Analysis b) Getting Governmental support for Organization c) Earning Profit	[2]	CO1
vi.	Retrenchment Strategy can be implemented through: a) Diversification of Business b) Liquidation of Business Units c) Disinvestment	[2]	CO1
vii.	Any decision relating to Growth strategy is the domain of: a) Board of Directors of the Company b) Shareholders of the Company c) General Managers of the Company	[2]	CO1

viii.	Name any one Company you know which successfully implemented Growth Strategy in India.	[2]	CO1
ix.	One of the Purpose of implementing Stability Strategy by a Company is: a) To retain its product's unique brand positioning in the Market b) To earn profit by maximization of sales volume c) To avoid confrontation in the Business	[2]	CO1
x.	Out of Five Task of Strategic Management, name the two important Tasks.	[2]	CO1

SECTION B

	Attempt any FIVE questions.	[20]	
Q 2	Compare and Contrast Business Policy and Strategy.	[4]	CO2
Q 3	"Value Addition to a Product" is required to be done when the Product Life Cycle of a Product reaches at Saturation Stage-Elaborate this view point with suitable example.	[4]	CO3
Q 4	Contingency Strategy with explaining three of the situations when this type of Strategy is enforced.	[4]	CO3
Q 5	Important Factors to be taken into consideration while going for Merger of two big size companies engaged in the manufacture of Fast Moving Consumer Goods like merger of Tata Oil Mills Company Limited with Hindustan Lever Limited.	[4]	CO2
Q 6	Explain the term Corporate Social responsibility with highlighting the reasons for making corporate Social Responsibility as Legal obligation in case of certain companies.	[4]	CO3
Q 7	Name the Factors constituting External Environment of a Company with highlighting as to how Cultural environment can make a difference when an Indian Company decides to expand its business by entering in to Global Market.	[4]	CO3
Q 8	In which manner Strategic Decision making is different than Routine Day to day Decision making-Elaborate from your own point of view.	[4]	CO2

SECTION-C

	Attempt any <u>THREE</u> questions.	[30]	
Q 9	Growth Strategy means to grow in size then if it so suggest different ways through which the Growth strategy is implement keeping in view of the Indian Business Environment. Support your answer with examples of Backward Integration and Forward Integration respectively.	[10]	CO3
Q 10	Functional strategy is the responsibility of Functional Managers or Divisional Managers-Do you agree with this viewpoint if so what strategy you recommend for a Company engaged in LED Colour Television manufacturing to enhance its sale during coming New Year 2020.	[10]	CO4
Q 11	Explain Five Forces of Competition as coined by Michael Porter. How these are relevant in the present day of competitive environment so far as Car Manufacturing Companies are concerned in India?	[10]	CO3
Q 12	Vision Document is considered to be the identity of a Company which means it is an important document then what factors need to be taken into consideration by the Board of Directors while drafting vision document of a company engaged in the manufacture of products related to generation and distribution of Solar Energy in India?	[10]	CO2/ CO3
SECTION-D			
Q 13	Read the case carefully and answer the questions given at the end.		
	<u>Short case study</u> Metal Box is a well known company in the field of metal packaging material and a recognized global brand in this important product having worldwide demand. The company was promoted in 1933 in United Kingdom and has its associated companies in prominent countries like Metal Box India Limited in India. So far as UK Company is concerned on the recommendation of some of its top executive it designed a packaging product wherein the top and bottom contained tin and the body was of transparent food grade plastic keeping in mind that the customer could see what type of ingredients are packed inside the transparent container. This product started being manufactured in a separate Factory set up in France and the product, when launched right from the day one became most sought after packaging	[30]	CO3/ CO4

material especially by Food Processing Companies and within three years the company reached high volume of sale resulting in huge earnings and high profit. This plastic body tin container became a success story and soon some more companies entered in this field and started production of similar tin container but of course not of the quality as of the containers of Metal Box. But suddenly when the production and sale of this product was at the peak the Board of Directors of Metal Box decided to close manufacturing of these plastic body tin containers and closed the operation of the factory located in France. The Business world was surprised to see this move of the Company of closing a successful venture and was curious to understand the strategy of the Company behind it. The only statement the Company issued was that “Let us remain the king of Tin Container Manufacturing and retaining existing Image and Brand positioning devoid of Plastic Manufacturing Company”

Discussion Questions:

- (a) What strategies, respectively was adopted by the Company while going for the production of Plastic Body Tin Container and further for closing the factory manufacturing such a successful Product?
- (b) Analyze the strategy of Metal Box closing the production of Plastic Body Tin Container from the point of view of the module of Michael Porter’s Five forces of competition.
- (c) Where do you find Metal Box in the present day highly competitive environment when single use plastic packaging is being banned in India and other countries?