

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End-Semester Examination, **December 2020**

Programme : BBA DM Semester: V
Course: Business Policy and Strategy Course Code: **STGM3002**
Time: 03 Hours Max. Marks : 100
Instructions: Attempt all sections and questions

SECTION A

Q.1	Multiple choice questions : Make correct choice with explanation	Marks	CO
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	<p>i. Suppliers are powerful when:</p> <ul style="list-style-type: none"> a. satisfactory substitutes are available. b. they sell a commodity product. c. they offer a credible threat of forward integration. d. they are in a highly fragmented industry. <p>ii. The highest amount a firm can charge for its products is most directly affected by</p> <ul style="list-style-type: none"> a. expected retaliation from competitors. b. the cost of substitute products. c. variable costs of production. d. customers' high switching costs. <p>iii. Gamma, Inc., has struggled for industry dominance with Ardent, Inc., its main competitor, for years. Gamma has gathered and analyzed large amounts of competitive intelligence about Ardent. It has observed as much of the firm's internal functioning and technology as it can legally, yet Gamma cannot understand why ABC has a competitive advantage over it. The source of ABC's success is</p> <ul style="list-style-type: none"> a. impregnable. b. causally ambiguous. c. rationally obscure. d. elusive. <p>iv. Business-level strategies detail commitments and actions taken to provide value to customers and gain competitive advantage by exploiting core competencies in</p> <ul style="list-style-type: none"> a. the selection of industries in which the firm will compete. b. specific product markets. c. primary value chain activities. d. particular geographic locations. <p>v. Competitors are more likely to respond to competitive actions that are taken by</p> <ul style="list-style-type: none"> a. differentiators. 	5X6=30	CO1
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	b. larger companies. c. first movers. d. market leaders. vi. Multimarket competition occurs when firms a. sell different products to the same customer. b. have a high level of awareness of their competitors' strategic intent. c. simultaneously enter into an attack strategy. d. compete against each other in several geographic or product markets.		
SECTION B			
	Write short answers	Marks 10X5= 50	CO
Q2	Digital Marketing companies in India are bound to embrace and embellished themselves with offensive tactics. Comment on the statement while exploring various tactical options available for companies against the onslaught by foreign OTT platform and podcast companies	10	C02
Q3	Why copyrights become apple of discord in the digital marketing field. Explain with suitable examples while throwing light on economic , moral rights, clause of free use and free riding.	10	C02
Q4	What is lady Macbeth strategy ? Explain in reference with merger and acquisition	10	C03
Q5	Can digital marketing companies apply Best-cost strategies? Comment with suitable examples	10	C03
Q6	What do you mean by Strategic Evaluation and Control? Discuss while mentioning various strategy evaluation and control techniques and process in Digital Marketing industry.	10	C03
Section-C Case/ application based questions			

	<p>Hugo Boss AG is a global apparel producing company and luxury fashion house. It is a premier apparel brand that produces clothes and shoes for men and women of all ages. It was founded in 1924 by German fashion designer and businessman Hugo Boss and is headquartered in Metzingen, Germany. Originally focusing on men's suits only, the company added mens and womenswear diffusion lines in 1997, a full women's collection in 2000 as well as children's clothing in 2007, and has since evolved into a major global fashion house with more than 1,100 company-owned retail stores worldwide. Hugo Boss USA wants to increase profits by opening an online sales channel. They want to increase profit by at least 20%. Assume that the CEO of Hugo Boss USA has approached you to figure out if this goal is possible and how they should proceed.</p>		CO4
Q7.	<p>As a strategic consultant, comment on the feasibility and achievability of the goal by using VRIO/IFAS and EFAS tools (you can assume factors)</p>	10	CO4
Q8.	<p>Suggest strategic moves for the companies</p>	10	CO4