


<b>Name:</b>	 <b>UPES</b> <small>UNIVERSITY OF TOMORROW</small>
<b>Enrolment No:</b>	

<b>UNIVERSITY OF PETROLEUM AND ENERGY STUDIES</b>	
<b>End Semester Examination, May 2022</b>	
<b>Course: Business Policy and Strategy</b>	<b>Semester: IV</b>
<b>Program: BBA ALL / B.COM (HONS) ECOM&amp;BI</b>	<b>Time: 03 Hours</b>
<b>Course Code: STGM 2005</b>	<b>Max. Marks: 100</b>

<b>SECTION A</b>
<b>10Qx2M=20Marks</b>

S. N.		Marks	CO
Q 1 (i)	The effectiveness of barriers to entry depends upon: a. How quickly new technologies emerge. b. How fiercely incumbents retaliate against new entrants. c. The resources and capabilities that potential entrants possess. d. How vigorously governments enforce competition law	2	CO1
(ii)	Strategic goals should be: a. Simple    b. Consistent    c. Long term    d. All of the above	2	CO1
(iii)	Economies of scale are a barrier to entry because: a. New entrants are positioned at the top of their learning curve b. New entrants are uncertain about their future costs which discourages them from making investments c. New entrants face a risk of retaliation from the incumbents whose large scale of operation allows them to flood the market d. New entrants face high unit costs either because they enter at sub-optimal scale, or they make a large-scale entry that initially operates with substantial excess capacity	2	CO1
(iv)	Which of the following does <u>not</u> enhance buyers' bargaining power a. Low switching costs for buyers b. The size of buyers relative to that of sellers c. A high level of differentiation among the products that buyers purchase	2	CO1

	d. The ability of buyers to backward integrate		
(v)	<p>The difference between substitute and complementary products may be summarized as follows:</p> <p>a. Substitutes reduce the value of a product, whereas complements increase value.</p> <p>b. Complements reduce the value of a product, whereas substitutes increase value.</p> <p>c. Substitutes cannot be used together, whereas complements must be used in combination.</p> <p>d. Complementary relationships increase the profitability of all firms engaged in supplying them; substitute relationships reduce the profitability of all firms supplying them.</p>	2	CO1
(vi)	<p>The difference between a resource and a capability is:</p> <p>a. A resource is a productive asset; a capability refers to what the firm can do</p> <p>b. A resources are static; capabilities are dynamic</p> <p>c. A resource is a weak source of competitive advantage whereas a capability is a strong one</p> <p>d. There is no clear distinction: a capability is a type of resource</p>	2	CO1
(vii)	<p>The main use of industry segmentation analysis is to:</p> <p>a. Identify the most attractive segments for a firm to locate within</p> <p>b. Understand better the needs of different customer groups.</p> <p>c. Formulate better marketing strategies.</p> <p>d. Predict the likely evolution of market structure.</p>	2	CO1
(viii)	<p>In using accounting ratios to appraise a firm's performance, it is helpful to use:</p> <p>a. Benchmarks                      b. Trends in these ratios over the past 5 years or more</p> <p>c. Multiple indicators              d. All of the above</p>	2	CO1
(ix)	<p>Military strategy and business strategy differ in that:</p> <p>a. There is no concept like tactics in business</p>	2	CO1

	<p>b. Military strategy can only be learned through field experience; business strategy can be developed through analytical frameworks</p> <p>c. The objective of military strategy is to defeat the enemy; most business strategies seek coexistence rather than annihilation</p> <p>d. None - there is no conceptual difference</p>		
(x)	<p>With the onset of the maturity stage, the number of firms in most industries:</p> <p>a. Remains stable.</p> <p>b. Decreases significantly, then stabilizes.</p> <p>c. Rises</p> <p>d. Rises sharply until shake-out is triggered.</p>	2	CO1
<p><b>SECTION B</b> 4Qx5M= 20 Marks</p>			
Q2	<p>Technology is becoming redundant of company for which you have appointed as consultant , what are various technological factors and strategies you will examine and implement</p> <p><b>Or</b></p> <p>Explain steps required in turnaround strategy</p>	5	CO2
Q3	<p>Globalisation is happening but leads to operational glitches , if political apparatus is hostile , discuss various system and orientation , you will consider for company going for global strategy</p> <p><b>Or</b></p> <p>While formulating strategist has to consider both ideal and worse situations. Argue in light of market utopia and perfect competition</p>	5	CO2
Q4	<p>Differentiate between Blue Ocean Strategy and Red Ocean Strategy?</p> <p><b>Or</b></p>	5	CO2

	Divisional optimization can be a serious problem in Evaluation and control . Discuss with suitable examples		
Q5	<p>Selection of generic strategies is like choosing between deep sea and devil . Discuss the risk and challenges like Cost and differentiation proximity loss in these strategies</p> <p><b>Or</b></p> <p>Explain Ego defence and Ego products vis a vis concept of id, ego and super ego</p>	5	CO2
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			
Q6	<p>Describe Porter's Value Chain?</p> <p><b>Or</b></p> <p>As a strategist of a company , you are required to position a ladies garment in a seven sister countries , discuss what are the cultural dimensions , you would take into account</p>	10	CO3
Q7	<p>Cost leadership strategy is one of the Porter's generic strategy to gain competitive advantage. Discuss different ways to reduce costs into automobile industry.</p> <p><b>Or</b></p> <p>Identify the most common reactive and proactive reasons why companies go into international business. Also suggest various modes of international operations</p>	10	CO3
Q8	<p>If employees are a firm's most valuable assets, how can organizations keep them?</p> <p><b>OR</b></p> <p>Structure follows strategy. Comment on the statement while pointing towards the probable structural changes effected as aftermath of selection of strategy.</p>	10	CO3
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			

Q9	<p>Mr. Martin Weissburg, CEO of Mack Trucks Inc., an American truck manufacturing company. Founded in 1900 as the Mack Brothers Company, the company manufactured its first truck in 1907 and adopted its present name in 1922. Mack Trucks is a subsidiary of global automotive giant Volvo Group.</p> <p>The company Mack Trucks Inc. is successful and has strong positions in mature markets, i.e., North America and Western Europe. Nonetheless, while it entered China five years ago, it has struggled to grow there. This is particularly troubling since China has become the world’s single largest market for trucks, and which now represents 80% of global demand by volume.</p> <p>Assume yourself as strategist who has been tasked to help Mr. Martin Weissburg and Mack Trucks profitably increase its market share position in China. How would you go about it? What would you recommend the CEO do (Use Strategic tools and techniques to validate your answers)</p>	15	<b>CO4</b>
Q10	<p>Patanjali has established itself into different product categories ranging from different types of food products to cosmetic products. Discuss its various product portfolio with the help of BCG matrix.</p>	<b>15</b>	<b>CO4</b>