



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2021

Course: Strategic Management
Program: MBA LSCM
Course Code: STGM8001

Semester : III
Duration : 03 hrs.
Max. Marks: 100

Instructions: Attempt all questions

Q.No	Section A	10Qx2M=20Marks	COs
Q1	<p>1. Strategic group analysis involves mapping organization using:</p> <ul style="list-style-type: none"> a) Two variables appropriate to the industry b) Three variables appropriate to the industry c) Two variables which stay the same regardless of the industry d) Three variables which stay the same regardless of the industry <p>2. The inbound logistic activity is concerned with receiving and storing the raw materials.</p> <ul style="list-style-type: none"> a) True b) False <p>3. The resource-based view of strategy emphasizes the:</p> <ul style="list-style-type: none"> a) External capabilities b) Internal capabilities c) All of them d) None of them <p>4. To have the potential to become sources of competitive advantage, resources and capabilities must be non-substitutable, valuable, _____, and _____.</p> <ul style="list-style-type: none"> a) Unique, easy to imitate. b) Easy to imitate, difficult to implement c) Rare, costly to imitate. d) Easy to implement, unique. <p>5. The focused differentiation strategy differs from the differentiation strategy in that</p> <ul style="list-style-type: none"> a) The focused differentiators have a broader competitive scope, b) The value-creating activities of focused differentiators are more constrained. c) Focused differentiators target a narrower customer market. d) There are fewer risks with the focused differentiation strategy. <p>6. A cost leadership strategy provides goods or services with features that</p>		CO1

	<p>are</p> <ul style="list-style-type: none"> a) Acceptable. b) Unique. c) Substandard. d) Mediocre. <p>7. Primary activities of the value chain include all of the following EXCEPT</p> <ul style="list-style-type: none"> a) Marketing & sales b) Operations c) Human resource management d) After sales service <p>8. Primary activities are</p> <ul style="list-style-type: none"> a) The activities most likely to be imitated by competitors. b) Involved in a product's physical creation, its distribution, and its service after the sale. c) The core competencies of the organization. d) The activities most crucial to implementing the firm's business strategy. <p>9. Supplier power will be high if:</p> <ul style="list-style-type: none"> a) The supplier's product is undifferentiated b) The supplier's product is easy to understand c) There are many suppliers to chose from d) There is a threat of forward integration <p>10. Competitive rivalry will be high if:</p> <ul style="list-style-type: none"> a) The industry is in its infancy b) The industry is fragmented c) There is a high degree of differentiation d) There are a few strong players in the industry 		
	Section B	4Qx5M= 20 Marks	
Q2	<p>Short Notes</p> <ol style="list-style-type: none"> 1. Bandwagon effects 2. Cannibalistic technology 3. Miles and Snow model 4. Dependent Vs independent patent 		CO2
	Section C	3Qx10M=30 Marks	
Q3	<ol style="list-style-type: none"> 1. Are the terms 'strategy', 'strategic management' & 'business model'same? Explain the relationship between strategy & business model. 	10	CO3

	<p>2. What are the modes that available under Merger strategies? Explain different options for managing the diverse culture of acquired organization</p> <p>3. Industries are allegedly accomplice in deterioration of ecology . comment while suggesting CSR measures as an mitigation tools</p>	<p>10</p> <p>10</p>	
<p>Q4</p>	<p style="text-align: center;">Section-D</p> <p style="text-align: center;">Please read the following paragraph carefully and answer the following questions</p> <p>Dr. Sukumar inherited his father's Dey's Lab in Delhi in 1995. Till 2002, he owned 4 labs in the National Capital Region (NCR). His ambition was to turn it into a National chain. The number increased to 7 in 2003 across the country, including the acquisition of Platinum lab in Mumbai. The number is likely to go to 50 within 2 – 3 years from 21 at present. Infusion of Rs.28 crores for a 26% stake by Pharma Capital has its growth strategy.</p> <p>The lab with a revenue of Rs.75 crores is among top three Pathological labs in India with Atlantic (Rs.77 crores) and Pacific (Rs.55 crores). Yet its market share is only 2% of Rs.3,500 crores market. The top 3 firms command only 6% as against 40 – 45% by their counterparts in the USA.</p> <p>There are about 20,000 to 1,00,000 stand alone labs engaged in routine pathological business in India, with no system of mandatory licensing and registration. That is why Dr. Sukumar has not gone for acquisition or joint ventures. He does not find many existing laboratories meeting quality standards. His six labs have been accredited nationally whereon many large hospitals have not thought of accreditation. The College of American Pathologists accreditation of Dey's lab would help it to reach clients outside India.</p> <p>In Dey's Lab, the bio-chemistry and blood testing equipment are sanitized every day. The bar coding and automated registration of patients do not allow any identity mix-ups. Even routine tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1650 variety of tests. Same day reports are available for samples reaching by 3 p.m. and by 7 a.m. next day for samples from 500 collection centres located across the country. Their technicians work round the clock, unlike competitors. Home</p>	<p>2Qx15M= 30 Marks</p>	<p>CO4</p>

	services for collection and reporting is also available. There is a huge unutilized capacity. Now it is trying to top other segments. 20% of its total business comes through its main laboratory which acts as a reference lab for many leading hospitals. New mega labs are being built to encash preclinical and multi - centre clinical trials questions.		
	a. What vision Dr. Sukumar has at the time of inheritance of Dey's lab? Has it been achieved?	15	CO4
	b. For growth and overtaking competitors, which business strategy has been adopted by Dr. Sukumar?	15	CO4