



Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, Dec 2024

Course: Strategic Management

Program: INT BBA MBA

Course Code: STGM8001

Semester: VII

Time 03 hrs.

Max. Marks: 100

SECTION A Multiple Choice Questions- Select the Right Answer
10 Q X 2Marks =20Marks

S. N.	Questions	Marks	CO
1	Which type of synergy focuses on achieving results by merging similar resources or capabilities?	[2]	CO1
2	Which Ansoff strategy focuses on increasing sales in existing markets with current products?	[2]	CO1
3	Which "S" in McKinsey 7S defines the organization's long-term direction and approach to achieving goals?	[2]	CO1
4	Which organizational structure would be most suitable for implementing cost leadership strategy?	[2]	CO1
5	What is the suggested investment decision for high industry attractive and low growth in the GE business portfolio matrix?	[2]	CO1
6	Name two major types of organization control metrics.	[2]	CO1
7	What level of change is typically required in consolidation to align resources effectively?	[2]	CO1
8	What does the synergy test compare between the combined entity and its individual components?	[2]	CO1
9	What does operational and corporate relatedness focus on establishing between business units?	[2]	CO1
10	Draw value proposition map for the business and customer.	[2]	CO1

SECTION B
4Q X 5M= 20 Marks

Q11	Discuss how the Balanced Scorecard framework helps organizations align Key Performance Indicators (KPIs) with their strategic goals. Provide an example to illustrate its application.	[5]	CO2
Q12	Why is it critical to align an organization's structure with its strategy? Discuss the potential consequences of a misaligned structure using the example of Nissan- Renault alliance case.	[5]	CO2
Q13	Evaluate how a firm's decision to pursue horizontal integration can impact on its market share and competitive positioning. Provide an example.	[5]	CO2

Q14	Discuss how internal frameworks like the Resource-Based View (RBV) help organizations identify core competencies during strategic formulation.	[5]	CO2
SECTION-C 3Q X 10M=30 Marks			
Q15	Explain the concept of corporate strategy and discuss the role of synergy in shaping corporate strategic decisions. How does a company evaluate the potential for synergy when pursuing diversification.	[10]	CO3
Q16	Discuss how a company pursuing a differentiation strategy can design its organizational structure to support innovation and creativity.	[10]	CO3
Q17	What are the key elements of a business level strategy. Explain the value stick of business strategy and its components.	[10]	CO3
SECTION-D 2Q X 15M= 30 Marks			
	<p>Questions:</p> <p>Innovate tech is a multinational corporation in the consumer electronics sector. For years, it has dominated the mobile phone and laptop markets. However, in the past few years, the company has faced slowing growth, market saturation, and intense competition. The board of Innovate tech is now considering several diversification strategies to revitalize its business and secure long-term growth.</p> <p>Answer the following Questions</p>		
Q-18	Propose potential diversification strategies for the company and assess the advantages and disadvantages of implementing each.	[15]	CO4
	As an expert in corporate strategy, you are asked to advise the CEO of Very Good, Inc., a maker of children’s toys. The company is considering acquiring one of three companies. With company A, a maker of plastic components, the goal is to share manufacturing facilities and therefore achieve better capacity utilization for both firms. With company B, another toy manufacturer, Very Good wants to work together to develop new products, as well as create a common procurement department that sources the component they need for their products in larger volumes. With company C, which owns a retail distribution network, the plan is for C to distribute Very Good’s products and support them through in store advertising.	[15]	CO4
Q-19	The CEO of a company wants to know how the synergies differ and what challenges in each of these acquisitions are likely to be. Suggest suitable strategy to the CEO.		

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