Name: **Enrolment No:**	UPES

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2018

Course: Business Policy and Strategy CC BBCG107 **Semester: 5th**

Programme: BBA -Auto Marketing

Time: 03 hrs. **Max. Marks: 100**

Instructions:

SECTION A

S. No.	**Attempt all of the following, each question carry two marks.**		
Q 1	What is strategic implementation process	**2**	**CO 1**
Q 2	List two challenges of Strategic Implementation Process	**2**	**CO 1**
Q 3	What is Corporate Governance	**2**	**CO 1**
Q 4	Define DMAIC	**2**	**CO 1**
Q 5	Why Evaluation and control important for an Organization.	**2**	**CO 1**
Q 6	Core Competence was coined by	**2**	**CO 1**
Q 7	What is Downsizing.	**2**	**CO 1**
Q 8	Culture is not a part of Strategic Management (True/False)	**2**	**CO 1**
Q 9	Human Resource planning is not a part of Strategic Management(True/False)	**2**	**CO 1**
Q 10	Strategic Implementation is the least important part of Business(True/False)	**2**	**CO 1**

SECTION B
Attempt any two

Q 1	Explain the term "STRUCTURE FOLLOWS STRATEGY "with example.	**10**	**CO3**
Q 2	Explain MANAGEMENT BY OBJECTIVES.	**10**	**CO2**
Q 3	Explain Total Quality Management	**10**	**CO3**

SECTION-C
Attempt any two

Q 1	Explain International Issues in Strategy Implementation.	**15**	**CO2**

Q 2	Explain STAGES OF INTERNATIONAL DEVELOPMENT. With examples	**15**	**CO3**
Q 3	Explain problems in measuring Performance.	**15**	**CO3**
SECTION-D (30 marks =15*2 marks)(all questions are compulsory)			
Q 1	Incumbents in the automotive industry should prepare for a changing landscape as India grows into the world's third-largest passenger-vehicle market and global trends disrupt the sector **India is expected to emerge** as the world's third-largest passenger-vehicle market by 2021.[1] It took India around seven years to increase annual production to four million vehicles from three million.[2] However, the next milestone—five million—is expected in less than five years. Hitting that mark will depend on today's rapid economic development continuing, with a projected annual GDP growth rate of 7 percent through 2020,[3] ongoing urbanization, a burgeoning consuming class, and supportive regulations and policies. Favorable macroeconomic and demographic trends Currently, the automotive sector contributes more than 7 percent to India's GDP.[4]The Automotive Mission Plan 2016–26 sets an aspiration to increase the contribution to 12 percent.[5] A number of economic trends could help in meeting this target. Rapid urbanization means the country will have over 500 million people living in cities by 2030—1.5 times the current US population. Rising incomes will also play a role, as roughly 60 million households could enter the consuming class (defined as households with incomes greater than $8,000 per annum) by 2025. At the same time, more people will join the workforce. Participation could reach 67 percent in 2020, as more women and youth enter the job market, raising the demand for mobility. Some of them would leap straight into four-wheeler segment, and others will graduate from two- to four-wheelers. Over 44 percent of the consuming-class households will be in 49 growth clusters—for example, Delhi is expected to have the same GDP per capita at		

purchasing power parity as the entire country of Russia in 2025.[6] Cities like Delhi are a sweet spot for car manufacturers to target.

In the future, these macroeconomic and demographic trends could shift pockets of growth in passenger-vehicle market. Mini cars and hatchback cars have been the mainstay for the automobile industry in India, with share around 50 percent and growth of 6 to 7 percent between financial year 2014 and 2017. These segments will continue to maintain a dominant position, but the majority of growth is expected to come from new segments such as compact SUVs, sedans, and luxury vehicles.Continued government focus on supporting the industry.Through the Automotive Mission Plan, the National Electric Mobility Mission Plan (NEMMP), and other initiatives, the government seeks to achieve two objectives—facilitate long-term growth in the industry and reduce emissions and oil dependence.In the Automotive Mission Plan 2026, the government and industry set a target to triple industry revenues, to $300 billion, and expand exports sevenfold, to $80 billion. To meet these aims, it is estimated that the sector could contribute more than 60 million additional direct and indirect jobs, and the result could be improved manufacturing competitiveness and reduced emissions.Additionally, to address pollution from old vehicles, the government is working on an initiative that focuses on formulation of end-of-life or scrappage policies. It plans to give incentive for the adoption of these policies with the help of lower taxes, discounts on purchase prices, and simple compliance processes.To reduce dependency on oil imports, the government is promoting adoption of alternative fuels through FAME2, which is an extension of the original FAME (Faster Adoption and Manufacturing of Hybrid and Electric Vehicles) initiative. Where “FAME1” offered incentives to electric vehicles (EV) and hybrid EV buyers, FAME2 is expected to incentivize electrification of the public-transport fleet of buses and taxis, as well as facilitate demand for all types of alternative fuel. Furthermore, to enable immediate adoption, a lower goods and services tax of 12 percent is applied to battery electric vehicles, compared with 31 to 48 percent for other vehicles.The global automotive industry is undergoing a cascade of disruptions that will reshape it in unexpected ways, and India will be no exception to this. Four key trends will shift markets and revenue pools, change mobility behavior, and build new avenues for competition and cooperation.***Electrification.*** Electrification has just started to take off in

	India .Factors such as declining prices of batteries and supportive policies from the government are stimulating the segment's growth. In 2017, only 2,352 units of electric vehicles were sold.[7] However, early signs of growth are visible through an order for 10,000 electric vehicles by the government's energy-service company known as Energy Efficiency Services Limited. Likewise, local governments in ten cities, with populations of one million or more people, have placed orders for 390 electric buses during phase one. In the next phase, the order book is expected to be in the range of 1,000 e-buses.The pros and cons of electrification continue to evolve. Reduction in emissions and less dependency on oil imports are clear advantages of electrification. The level of adoption of electric vehicles will determine its impact on the automobile industry. According to industry experts, people carriers like buses, two- and three-wheelers, luxury passenger vehicles, and light commercial vehicles could see maximum penetration by 2030. This will be followed by other passenger vehicles, medium- and heavy-commercial vehicles, and construction equipment, which will take longer for EVs to penetrate.From a customer point of view, the value proposition of electric vehicles will be reduced total cost of ownership, particularly in applications where asset utilization can be high. India is yet to see mass-market EV platforms, but both incumbents and new entrants are making efforts and the inflection point of volume growth may not be too far out.However, this trend requires careful planning and execution, as there are certain risks associated with it. These include dependence on China for raw material, competitive disadvantage in power electronics and battery manufacturing, and lack of infrastructure—for example, there are fewer than 1,000 charging stations in India. Moreover, many consumers remain wary of electric vehicles because of the cost, range anxiety, and lack of options.Penetration of shared mobility in India remains low compared with China and the United States, but a major shift is under way in densely populated cities where the use of e-hailing cabs costs less, comparatively, than driving a personal car. Major stakeholders from the government to automakers to venture-capital funds and cab aggregators agree that the industry will continue to grow, becoming a significant alternative to commuting in growing urban areas. For example, two of the major cab aggregators covered 500 million trips together in 2016; that number is expected to rise with innovative models like cab-pooling and pay-later options.Connectivity is still in the early stages of adoption in India. A minuscule share of vehicles sold in India come with factory-fitted connectivity features, but the mass		

	adoption of smartphones, coupled with low data costs, could enable connectivity features to proliferate. n many ways India is an archetype for emerging markets in regions such as Latin America, Southeast Asia, and Africa. The scale might be different, but these markets experience similar opportunities and challenges—a burgeoning consuming class, value-focused tastes and preferences, and an evolving manufacturing ecosystem, among other attributes.Companies that have developed products in India and for India have been able to find markets in other continents as well. For instance, Ford India Private Limited is exporting over 90,000 EcoSport cars per year, almost twice the amount of domestic sales. Similarly, Hyundai and Volkswagen are using their factories in India as a global hub for compact hatch and sedans.		
	Q.1 Taking the above scenario in mind , explain the market of automobiles in India.(Do a complete Market Analysis) Q.2 : You are hired as a business consultant for Nissan , they want to Setup Electric vehicle manufacturing plant in India , advice if it's a good decision , if yes create a plan of action for Nissan to implement Electric car manufacturing Station.	**15 marks each**	**CO3,CO4,CO5**