

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019

Course: BBA Aviation Operation Program: Essentials of Strategic Management Course code: STGM3002 Instructions: All Questions are compulsory	Semester: III Time: 3 Hours Max. Marks: 100
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SECTION A (20 Marks)

01	Why Strategy is important for an Organization?	02 Marks	CO1
02	Can an Organization without Core Competence sustain its business for long run?	02 Marks	CO1
03	Which strategy is about how to compete successfully in particular markets? A.Business-level strategy B.Corporate-level strategy C.Alliance-based strategy D.Operational-level strategy	02 Marks	CO1
04	What is the key benefit of identifying the organisation's SBUs? A.It helps the development of business-level strategies. B.It makes financial control easier. C.It prevents a focus solely on market-based criteria. D.It decreases the complexity of the organisation's structures.	02 Marks	CO1
05	What is meant by focused differentiation? A.Providing a high perceived value service or product to a selected market segment that justifies a substantial price premium B.Simultaneously seeking to achieve differentiation and a price lower than that of competitors C.Concentrating on a particular feature of a product or service to achieve differentiation D.Concentrating on differentiation as the primary means of achieving competitive advantage	02 Marks	CO1
06	What is the key outcome from PESTEL analysis? A.Five Forces B.Identification of the drivers for change C.Critical success factors D.Possible scenarios	02 Marks	CO1
07	Which of the following are key principles for successful competition in hypercompetitive conditions? A.Misleading the competition B.Maintaining constant strategies C.Developing new bases of success	02 Marks	CO1

	D.Making a series of small moves (rather than big moves) E.Being unpredictable		
08	Which one of the following best explains the aim of collaboration? A.To achieve advantage B.To avoid competition C.Neither to achieve advantage nor to avoid competition D.To achieve advantage or avoid competition	02 Marks	CO1
09	Which of the following statements correctly relate to value chains? A.Technology development is a primary activity. B.Marketing and sales is a support activity. C.Procurement is a support activity that occurs in many parts of the organisation. D.Operations are primary activities that transform inputs into the final product or service	02 Marks	CO1
10	Which of the following could be major benefits for a seller that collaborates with a major customer in a technological industry such as aerospace or car manufacturing? A.It may enable joint research and development B.Increased seller power C.It increases the buyer's power D.It enables the customer to increase barriers to entry	02 Marks	CO1
SECTION B (20 Marks) (Any two)			
01	How BalanceScore Card Approach ,helps today's Managerial Decisions	10 Marks	CO2
02	More Traffic in bigger airport does not completely mean aviation Industry's growth. Comment	10 Marks	CO2, CO3
SECTION-C (30 Marks)			
01	Apply PESTEL analysis in the aviation Industry. Explain each factors how it is interacting with the industry(Take case of Indian Aviation Industry)	15 Marks	CO3, CO4,
02	Explain Game theory with Examples ?	15 Marks	CO3, CO4
SECTION-D (30 Marks)			
01	For many employees of Jet AirwaysNSE 4.81 %, loss of place may have now turned into a loss of face too. As if losing their jobs was not hard enough, recently some Jet pilots had to allegedly face some serious humiliation as well. At a recruitment drive, a senior SpiceJetNSE 5.98 % executive allegedly said the airline was doing 'charity' by hiring out-of-job Jet pilots. SpiceJet rushed to deny the episode after the report stirred a hornet's nest. The plight of the hapless pilots however, was not lost on anyone.As the dust settles after Jet's crashlanding, the extent of the toll the fiasco has taken on the airline and beyond is now becoming clear.	30 Marks	CO4 CO2

Here's a look at the aftermath of Jet's sinking, and how it has impacted jobs, business and other associated areas.

At the time of the grounding, Jet had near about 20,000 employees — some report put the number at 23,000 — many of whom haven't got their salaries for months on run. Apart from regular employees, the airline also had thousands of outside workers linked to its operations.

A good many top executives are among thousands of Jet's employees lining up at the job market after the airline stopped its operations and its CEO admitted that he "didn't have an answer as to the fate of its 20,000 employees."

HR and recruitment companies like TeamLease and ABC Consultants have confirmed the rush of jobseekers who once were Jet employees. More than 1,300 pilots are now out of job after the airline halted operations on April 17.

According to a PTI report, the officers & employees union of Jet has demanded intervention from the government to stop a Kingfisher-like situation, where the staff never got pending salaries after the airline wound down.

CXO salary packages are more than Rs 1 crore a year without ESOPs. Mid- to senior-level staff take home anywhere between Rs 35 lakh to over Rs 1 crore per year, HR company insiders have revealed.

The top talent at a firm are the first to know when the business is going down. So why did Jet's top execs dither? "In this case, they were waiting and watching till the end for a stronger leadership as part of the much anticipated takeover," ET's Prachi Verma quotes an HR analyst as saying.

Many businesses associated with airline industry — such as vendors, in-flight caterers and hotels — have taken a huge hit. The airline already owes Rs 3,500 crore to these companies.

The grounding of Jet — which had the highest capacity for cargo and accounted for 50% of exports from Mumbai to London, Amsterdam, Paris and Singapore — has badly impacted the export of fresh fruits/vegetables.

The shutdown has specifically hurt fresh produce exports to Europe, especially the UK. 50 tonnes of veggies were being shipped daily from Mumbai to London. Jet, which operated three daily flights on that route, had a majority share in this trade. Its second largest share of shipping — volume wise — was on the Emirates (via Dubai) route.

Close on the heels of Jet's drowning, India could be staring at another catastrophe of similar proportions too. Merely days after Jet went under, insiders revealed that Air India had a Rs 9,000-crore debt repayment coming up but no means of servicing it.

The Maharaja's only hope probably lies in yet another government bailout, but a quick fix is highly unlikely in view of the ongoing general elections. So, another similar episode, but bigger in scale and intensity, looming?

- Q.1 : Analyze the Jet Airlines Problems. Why it went out of operation (15 marks)
- Q.2 : Lets assume you are CEO of Jet Airways , and company is going for huge loss what next action you will take.