

28/5/24



DOON UNIVERSITY, DEHRADUN
END-SEMESTER EXAMINATION, II SEM-2024
ACADEMIC YEAR 2023-24 (EVEN SEMESTER)
SCHOOL OF MANAGEMENT
PROGRAMME – BCOM(HONS.)
COURSE CODE WITH TITLE – COC-151, BUSINESS POLICY AND
MANAGEMENT

MM: 50

Time: 2 Hours

Note: Please cite examples wherever necessary. Best wishes!

Section A: Attempt all four questions (3 marks each)

1. What is the difference between a congeneric and conglomerate acquisition/merger?
2. If the customer perceives two products (A and B) to be highly similar, the threat of substitution is high. Provide a contradictory or supportive argument to the statement.
3. What do you understand by the term *strategy*? What are the three levels of strategy?
4. In the context of Porter's diamond model, discuss how '*related and supporting industries*' are critical for a firm's success.

Section B: Attempt any three (6 marks each)

5. In Porter's Diamond Model, explain how *basic factors* differ from *advanced factors*.
6. Discuss the *Triple Bottom Line (TBL)* approach.
7. Discuss RBV theory and the VRIO framework.
8. Discuss the TOWS matrix.

Section C: Three sub-questions are given in each question. Attempt any two sub-questions from each question. (Marks are mentioned below)

9. In context to the GE Nine Cell Matrix, answer the following questions:
 - i) If industry attractiveness is medium and the competitive strength of the business unit is low, what action the firm must take? **(5 marks)**

ii) "Demand fluctuation is directly proportional to industry attractiveness". True or false? Defend your answer. **(5 marks)**

iii) Discuss any two components of the competitive strength of the business unit. **(5 marks)**

10. In context to the BCG matrix, answer:

i) Discuss any two limitations of the BCG matrix. **(5 marks)**

ii) A firm operating in an industry where market growth is low but the firm's market share is high, stands at which stage of the BCG matrix? Discuss the characteristics of the stage. **(5 marks)**

iii) Discuss the *Question Mark* stage in detail. **(5 marks)**