

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

THIRD SEMESTER MBA DEGREE EXAMINATION (R), DECEMBER 2023**(2021 Scheme)****Course Code : 21MBA203****Course Name: Strategic Management****Max. Marks : 60****Duration: 3 Hours****PART A*****(Answer all questions. Each question carries 2 marks)***

1. List down the various steps of strategy formation.
2. Identify the role of SWOT analysis in strategic management.
3. What are the different business-level strategies?
4. Draw and label the various elements in a BCG Matrix.
5. Recall the relevance of creativity management in strategy

PART B***(Answer any 3 questions. Each question carries 10 marks)***

6. Identify the roles of top management and corporate governance in the strategic management of an organisation.
7. Compose an article to be published in the newspaper to provide a clear explanation of how the Blue Ocean strategy fits into the realm of strategic management.
8. A new hypermarket chain is planning to open in our town. You have been recruited to join the operations team. Your first task is to propose a marketing and operational strategy plan to help the new retail hypermarket chain gain a competitive advantage. -Develop a marketing and operational strategy plan
9. Explain the market growth strategies with relevant examples
10. Examine the various processes for implementing a strategy.

PART C***(Compulsory question, the question carries 20 marks)*****Triggering event at Unilever**

11. In 2004, Unilever, the world's second-largest consumer goods company, faced a significant blow when its stock price plummeted. Management had warned investors that profits would be lower than anticipated. Although Unilever had been the pioneer consumer goods company to enter the emerging economies in Africa, China, India, and Latin America with a range of products and local knowledge, its sales waned when competitors began to challenge its dominant

position in these markets. Procter & Gamble's acquisition of Gillette had strengthened P&G's growing collection of global brands and allowed it to undermine Unilever's global market share. For instance, P&G's sales initiative in India in 2003-04 caused Unilever's Indian subsidiary's profit margins to drop from 20% to 13%.

Unilever conducted an in-depth review of its brands and found that they were doing as well as its rivals' brands. Something else was amiss. According to Richard Rivers, Unilever's head of corporate strategy, "We were just not executing as well as we should have." Unilever's management realised it needed to overhaul the company from top to bottom. Over decades of operation in almost every country, the company had become bloated with unnecessary bureaucracy and complexity. Unilever's traditional emphasis on the autonomy of its country managers had led to a lack of synergy and duplication of corporate structures. Country managers had made strategic decisions without considering their impact on other regions or the corporation as a whole.

Unilever replaced two joint chairmen with one sole chief executive, starting at the top. In China, Unilever replaced three companies with three chief executives with one company with one person in charge. Overall staff was cut from 223,000 in 2004 to 179,000 in 2008. Management planned to close to 50 of its 300 factories and eliminate 75 of 100 regional centres by 2010. Over a four-year period, Unilever selected 20,000 more jobs for elimination. Ralph Kugler, manager of Unilever's home and personal care division, expressed confidence that the company was better equipped to face competition after these changes. "We are much better organised now to defend ourselves," he declared.

a) What makes a decision strategic? -Justify the rationale

Marks (10)

b) "We are much better organised now to defend ourselves," Ralph Kugler –
Defend the statement with examples from the strategic management theories

Marks (10)
