

**M.B.A DEGREE EXAMINATIONS: JULY 2010**

Third Trimester

**MBA516 : STRATEGIC MANAGEMENT**

**Time: Three hours**

**Maximum Marks: 100**

**Answer All the Questions:-**

**PART A (1 x 20 = 20 Marks)**

**1. Case Study:**

With the growth in the developed markets approaching saturation, consumer packaged goods (CPG) companies began looking toward developing and emerging markets for future growth. Global CPG major Unilever Plc. (Unilever) was one of the companies that had a presence in several emerging markets including India, where it operated through its subsidiary Hindustan Unilever Ltd (HUL). In 2002, the company started a marketing program, Lifebuoy 'Swasthya Chetna' ('Health Awakening'), targeting the bottom of the pyramid (BoP) segment in India. With this initiative, HUL sought to promote hand washing with soap in rural and urban areas in India. In doing so, Unilever not only helped prevent diseases like diarrhoea by promoting health and hygiene awareness amongst the poor, who were infrequent users or non users of soap, but also succeeded in increasing its sales of Lifebuoy. In the process, HUL earned a lot of goodwill from consumers as well as the Government of India. In 2006, it launched a pioneering brand portal for Sunsilk, the Sunsilk Gang of Girls (GoG), targeting the increasing number of Internet-savvy girls. GoG was the first all-girl community in India and quickly caught the imagination of the target group. With India being viewed as a test market for emerging markets strategies, it is felt that the learning from these initiatives would help Unilever develop a strong presence in other emerging markets as well.

1. Discuss the issues and constraints in targeting the youth in the rapidly changing scenario in India. Explain the issues and challenges faced by global companies operating in emerging markets.
2. Explain the critical factors for succeeding in emerging markets by looking beyond the stereotypical image of these markets.

3. Explain the issues and constraints in targeting the huge Bottom of the Pyramid (BoP) segment.
4. Explain the issues and constraints in targeting the youth population in the rapidly changing scenario in India
5. Explain the reasons for Unilever's success in India and discuss whether the company can leverage on this learning in other emerging markets.
6. Also suggest some innovative strategies to be adopted by Unilever to meet the dynamic challenges.

**PART B (10 x 2 = 20 Marks)**

2. Define Strategy and Strategic management.
3. Describe Vision and Mission statements with examples
4. Differentiate Core competence, competitive advantage and strengths.
5. What do you mean by experience curve?
6. Explain Matrix organization
7. Jot down the Grand Strategy types.
8. What do you mean by strategic alliances?
9. Describe strategic myopia
10. Explain the ways to avoid business failures
11. What do you mean by Social Responsibility and corporate responsibility?

**PART C (4 x 15 = 60 Marks)**

12. a) Explain the strategic management model.

**(OR)**

- b) (i) Explain in detail the BCG matrix and GE's nine cell matrix.  
(ii) Explain the five forces model.

13. a) (i) Explain the building blocks of competitive advantage and the ways to sustain the competitive advantage.

**(OR)**

- b) (i) Explain the importance of Balance Score Card.  
(ii) What are Grand Strategies? Explain them with examples.

14. a) (i) Explain the business level strategies? Explain them with examples.  
(ii) Describe the global strategies and the structures matching them in detail.

**(OR)**

- b) Explain the techniques of strategic evaluation & control.

15. a) Explain the family based Indian businesses and its status in current scenario.

**(OR)**

- b) Justify whether the entrepreneurial ventures, small business and not for profit organizations follow strategic concepts?

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