

Register No: ..... Name: .....

**SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)**

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

**FOURTH SEMESTER MBA DEGREE EXAMINATION (Regular), JULY 2022****(2020 Scheme)****Course Code : 20MBA202****Course Name: Strategic Management****Max. Marks : 60****Duration: 3 Hours****PART A***(Answer all questions. Each question carries 2 marks)*

1. Define the term Sustained competitive advantage
2. What is consumer surplus
3. Outline the characteristics of differentiation strategy
4. Outline the five types of stability strategies
5. List any four benefits of Blue Ocean Strategy

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

6. Explain the role of strategic intent as a trigger and basis of the strategic management process with suitable examples
7. Apply SWOT analysis to any company of your choice and identify the suitable strategic options with pertinent examples
8. Can differentiation strategy allow a firm to gain competitive advantage and earn greater reputation in the target market despite competitive forces - Discuss
9. Explain the strategic implications of BCG matrix with relevant examples
10. Explain the role of leadership, organizational structure and culture on strategy implementation

**PART C***(Compulsory question, the question carries 20 marks)*

11. Vimala Flour Products is an SSI, manufacturing a basic ingredient for Keralite Breakfast item, puttu (rice cake) called puttu podi (flour). It is located in Kottayam in central portion of Kerala. It manufactures various varieties of puttu podi like Chemba, Kuthari, Chakari and plain rice flour to cater to different tastes.

The company competes against big brands like Eastern, Saras, Melam, Anns, Brahmins, Nirapara, Double Horse, Pavizham and Elite who even export to expatriates in the Gulf. While brands like Eastern, Saras, Melam, Anns and Brahmins started as curry powder sellers, Nirapara, Double Horse and Pavizham started as packaged rice brands. Elite's original business is of bread. However, Vimala directly came in as a breakfast brand.

When Vimala started manufacturing, they could only sell in small Kirana shops. They did not have the brand image to get a toehold in the local super markets. However, consistent good quality ensured that customers started asking for Vimala in supermarkets, as it was inconvenient to go to a Kirana shop just to buy one item. Thus, over the years Vimala brand began to share shelf space with the brand leaders and started holding its ground. Right from the beginning, Vimala kept their operations low key. Roasting puttu podi is an art. It should not be under or over roasted. The cook needs a sensitive nose. The need for the personal touch to have the extra special taste has made them keep their operations at low levels. So compared to the leading brands which share the same mediocre taste, Vimala brings you memories of homemade food. Able to attract customer in search of authentic taste, focused geographically to Kottayam and confined to the product line of puttu podi only, the shelf space of Vimala in the supermarkets is always well stocked.

- a) Under what conditions should Vimala flour products expand its business -Explain  
Marks (10)
- b) What should be the strategy adopted for business expansion, if opportunity permits  
Cost leadership or differentiation or Focused? Elaborate  
Marks (10)

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