

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

**THIRD SEMESTER MBA DEGREE EXAMINATION (Regular), DECEMBER 2022
(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. Define the term sustained competitive advantage.
2. What is a consumer surplus?
3. Outline the characteristics of focused differentiation strategy.
4. State any four benefits of portfolio analysis.
5. Differentiate strategic and operational control.

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

6. Identify the essential characteristics of mission statement and the ways in which the vision statement can be formulated.
7. Apply SWOT analysis to any company of your choice and identify the suitable strategic options with pertinent examples.
8. Explain the building blocks of competitive advantage with suitable examples.
9. Make use of the GE Spot Light Matrix for the assessment of strategic business units with pertinent examples.
10. Identify the role of leadership, organizational structure and culture in strategy implementation with suitable examples.

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

11. Delicious Foods is an e-commerce platform which brings sellers and buyers of fresh fish, meat, vegetables and milk together. The orders are collected through an App, which can be downloaded in laptop or smart phone, and door delivery within 24 hours is assured. Delicious Foods guarantees that they add no chemicals or preservatives; just a cold chain is used.

In India, they are active in Bengaluru, Mumbai, Pune and Delhi. In Kerala, they are present in Kozhikode, Thrissur, Kochi and Thiruvananthapuram. They have strong presence in the UAE too.

They differentiate through the USP of freshness. To guarantee that, they have established a wide supply chain. They are big suppliers to Railways and Airlines. Delicious Foods directly deals with about 1500 fishermen and farmers across the nation. They use the App to negotiate with farmers and fishermen.

They have 650,000 clients spread all over the world and everyday 14,000 orders are despatched amounting to 20 tonnes of fresh food.

They have raised \$33 million until now for meeting expansion plans. Alex Mathew, an expert on fish processing industry and Abhilash Yadav, the present CEO, are the two promoters. Abhilash brings knowledge of IT into the team.

Cold chain market is poised to grow into \$37 Billion in next 5 years.

Recently in a news portal a serious accusation came that the fish they deliver is not fresh. The argument was that during COVID-19 time fresh fish is not available. Delicious Foods has disputed it and given a police complaint. They explained in a video clipping which went viral in the social media that local fishermen were going out in country boats fishing during this time and they were directly buying from them.

- a) Under what conditions should Delicious Foods expand its business? What should be the corporate strategy adopted, if opportunity permits? Evaluate and Elaborate .

Marks (10)

- b) Freshness is the key differentiator of Delicious Foods. Propose how it can protect the brand image of 'freshness' from damage and possible competition from similar differentiators in the long term?

Marks (10)
