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MBAH 551

Fourth Semester M.B.A. Degree Examination, October 2021
(Regular & Repeater)
BUSINESS ADMINISTRATION
Strategic Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

1. "Strategic evaluation and control is a process of achieving the organisational objectives and taking corrective actions wherever required." Critically analyse.

SECTION – B

(5×8=40)

Note : Answer **any five**, **each** question carries **8** marks. Answer to the question should **not** exceed **five** pages.

2. Describe the essential characteristics of mission statement. In what way can a mission statement be formulated ?
3. Which are the different aspects of environmental scanning necessary for identifying opportunities and threats in a company ?
4. Explain the methods and techniques used for organisational appraisal.
5. Describe the scheme of grand strategies at the corporate level proposed by William F. Glueck.
6. Elaborate the associated benefits and risks in cost leadership, differentiation and focus strategies.
7. Describe the contents of a good and workable strategic plan for a large business group.
8. How the structure of the organisation is crucial from the view point of strategy implementation ? Explain.
9. Explain the major considerations before a strategist for the integration of functional plans and policies.

SECTION – C

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

10. Case analysis.

On August 8, 2017, Asian Paints Ltd. (Asian Paints) was ranked eighth in Forbes' List of "The World's Most Innovative Companies". The high rank on the list was in recognition of its investment in research and development initiatives and the Return On Investment (ROI) generated by its quality of innovation. It also reflected the company's continued focus on growth through innovation.

P.T.O.



Asian Paints had paved its path to success with a series of innovations for over 75 years, focusing both on its internal and external processes. It was in the 2000s and 2010s that the company transformed itself from a paint manufacturing company to a facilitator of well curated homes through a plethora of initiatives. It made people realize the magic a 'color' could bring through its well-thought-out initiatives.

In 2012, Asian Paints came out with a new logo and brand positioning which said, "To be the fore runner of inspiring décor and to actively empower customers to create their dream homes". The company focused upon creating a corporate brand identity by renaming itself 'AP'. The company recreated its brand portfolio and laid emphasis on best-selling brands, neatly clubbed under verticals like exterior (Apex Ultima), interior (Tractor Emulsion, Royale, Royale Play), solutions (Ezycolour) and waterproofing (SmartCare).

Asian Paints pioneered the use of various digital technologies through the years, and these played a critical part in its growth. As the company went through a paradigm shift in terms of size and brand positioning, the company management felt the need to upgrade its internal processes for expeditious execution of its deliverables. As a result, the company focused more on implementing digital technologies to achieve speed and accuracy in its operations. The company emphasized making technological advances from its shop floors to warehouses.

Asian Paints had a Research and Technology Center at Turbhe, near Mumbai, Maharashtra. Spread across an area of 200,000 square feet, it was the largest dedicated R and D facility of a paint company in India. The main driving force behind the establishment of the R and D facility was the manufacture of environment friendly and technology intensive paints. Mosongo Moukwa, Vice-President of Technology of Asian Paints, said, "Research and development is the life broth of manufacturing companies, enabling them to grow and compete.

Despite the innovations and implementation of digital technologies, Asian Paints struggled with its Q2 2018 revenues. Its Profit After Tax (PAT) also came down to Rs. 4,928 million from Rs. 5,759 million. In Q2 2018, the company also witnessed a fall in its growth margin to 16.9% from 18.7%. However, the staggering result was also attributable to a sudden increase in its raw material costs due to the increase in crude oil prices in July 2018.

Questions :

1. How the technologies that helped Asian Paints improve customer experience ?
2. Why repositioning is important for an organization to stay relevant in a changing business environment ?
3. How digitalization enables a company to improve its operations and customer experience ?
4. What are the challenges faced by the firm in retaining its leadership position in spite of being an early mover in digital ?