251

End-Term Examination, March 2013

Strategic Management

PGDBM 2012 – 2014 (Full Time)

Max. Marks – 40 | Term IV

Open Book | Time allowed – 2 hours

Instructions: | Computer Lab – NR

1. You are not allowed to carry any other material other than the prescribed text book.
2. Read the given case and answer the questions given below.
3. Allocate your time judiciously and write intelligently!

Questions to be answered

1. Describe the corporate level strategy of J&J. (10 marks)
2. What challenges does William C. Weldon face as CEO of J&J? (8 marks)
3. Why is synergy important for J&J? What efforts have been made to foster this? (10 marks)
4. Evaluate the leadership of Weldon. What changes need to be made at this juncture in-order to spur and sustain innovation at J&J? (12 marks)

******************Best of Luck!********************

" COMMON PAPER" 39.

Strategic Management

End-Term Examination, August 2011

I Year

PGDBM 2010 – 2012
Max. Marks – 40
Open Book

Term IV
Time allowed – 3 hrs
Computer Lab - NR

Important Note – **You are only allowed to bring in the prescribed text book to the exam hall. Carrying any other book, papers, etc is strictly prohibited.**

Read the instructions very carefully before answering the questions.

Instructions –

This question paper consists of 2 parts. Both the parts are compulsory. Be very precise in answering the questions. You may be required to make necessary assumptions in order to support your answers. The marks for the respective questions are given against them, in brackets.

PART A

Read the case study titled 'SABMiller', and answer the questions given below -

1. Identify the corporate logics that SABMiller had adopted in development and the reasons of its success. [4]
2. Explain the strategic position that SABMiller finds itself in 2010 and the implications for the future of the company. [5]
3. On the basis of your analysis, recommend a strategy that the company should follow. [5]
4. Which one of the Porter's generic strategies apply in SABMiller? Comment your choice. [5]
5. Explain the BCG Matrix and apply it with the information based in the text. [5]

PART B

Read the case titled 'Nirma – Challenging Established MNCs', and answer the questions given below –

1. As per the case, where does Nirma stand and what strategies has it adopted to deal with the challenges that it faced? [6]

2. If you were the CEO, what scenario would you envisage for Nirma as of 2015, and what strategies would you adopt to take on the competition? [10]

II Yeader

SM-1

CASE STUDY-1

SABMiller

Gerry Johnson

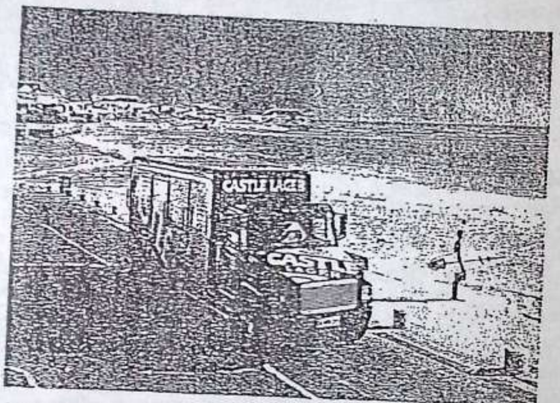
South African Breweries grew on the basis of its strength in developing markets, first in Africa and then in other parts of the world. Following pressure from their investors to acquire a brewery in a developed market, SAB acquired Miller in 2002 to form SABMiller and became the second largest brewer by volume in the world. This case study explains how the company's strategy has developed and the challenges it faces.

Introduction

In 2009, 10 years after their listing on the London stock exchange, the Chairman of SABMiller, Meyer Khan, could boast that in that time the company had moved from 88th to 17th in the FTSE 100 and had increased its market capitalisation from US$5.5 billion (≈ £3.6bn = €4.1bn) to US$22.4 billion (≈ £14.8bn = €16.6bn).[1] In 2009 SABMiller was the second largest brewer by volume in the world following its acquisitions of the American brewer Miller in 2002 and in 2005 Grupo Empresarial Bavaria, South America's second largest brewer. Its brand portfolio included international brands Pilsner Urquell, Peroni Nastro Azzurro, Miller Genuine Draft and Grolsch along with local country brands such as Aguila, Castle Lager, Miller Lite, Snow and Tyskie.

However, SABMiller faced the challenge of dramatic industry consolidation. In the early 1990s the five largest brewing companies accounted for 17 per cent of global beer sales. By 2009 they accounted for 45 per cent. Moreover, three of SABMiller's main global competitors, Anheuser Busch, Interbrew and Ambev, had merged to claim market leadership with a consolidated 25 per cent global market share.

As it approached 2010 the company set out four strategic priorities as summarised in Table 1. This summary of strategy can be seen as a synthesis of the learning the company has developed over its history, first weathering the political crises of twentieth-century South African history, then turning its operations in emerging and mature markets, where it gained a reputation as 'a turnaround specialist'.



Source: SABMiller plc.

Background

Originally South African Breweries (SAB), the company is older than the state of South Africa itself and faced the challenge of doing business amidst the upheaval that the country experienced during the twentieth century, including the 'apartheid' regime from 1948 to 1994 and the worldwide opposition to this. A central feature of this was the campaign for economic sanctions on South Africa, aiming to restrict international business from investing in or trading with South Africa and restricting South African business from trading with international markets. In 1950 SAB moved its head office from London to Johannesburg. Southern Africa became the focus of its business expansion during the subsequent four decades.

In this time SAB responded to business restrictions by focusing on dominating domestic beer production through acquisition of competitors and rationalisation of

£0.66 = €0.74.

se was originally prepared by Aidan McQuade, and subsequently updated by Gerry Johnson. The authors are grateful for cooperation of SABMiller in its preparation. It is intended as a basis for class discussion and not as an illustration of good or practice.

9