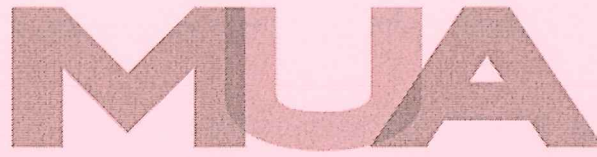


The
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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND
LEADERSHIP

DML 903: ADVANCED STRATEGIC MANAGEMENT

DATE: 30TH NOVEMBER 2019

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

ECONOMIC EFFECT AT MONDRIT

The ripple of the 2008 global economic meltdown had begun to hit the rupees 1268 crores MONDRIT paper ltd also. Like all other business houses in India, MONDRIT paper ltd was also finding the going tough. The general trend of souring prices and contraction in demand had started affecting the sale of MONDRIT paper ltd. Products also. Its customers were focusing in correcting their inventory positions (Using existing stocks of materials to keep production lines and marketing activities rolling). Consequently they were not buying much from MONDRIT paper ltd. Even investors did not like what they saw -MONDRIT paper ltd stock fell from Rs. 57.20 from January 2008 to as low as Rs. 14.12 on 12th march 2009. The company was in the midst of economic crisis. Mr. Harshpati Singharia, managing director of the company realized that some strong measures must be taken to extricate the company from its present crisis. To this end, Mr. Singharia held several brainstorming meetings with the top management team and finally identified the focus areas: managing working capital flows, cutting costs and paying attention to employee productivity. Moving away from traditional approach, one usually follows during the recessionary periods, Mr. Singharia instead of shutting down company plants and cutting down production decided to continue to operate the company's two plants at Gujarat and Orissa at 100% capacity. To match sales and production, he planned to reach newer customers by widening company's distribution network. He identified packaging boards to be marketed in rural area where the meltdown had minimal effect. As the market conditions were still difficult, the company also decided to cut the prices by 2 to 3 percent. Along with the price cut, its marketing thrust in the rural area ensured that the sales were not impacted much. Net sales remained flat throughout 2008-09, though the profitability of the company suffered because of the lower margin it received from its rural thrust. For raising capital, the company did not approach banks and investors, rather it intensified its efforts to recover its debts from its clients. The efforts resulted in fast recovery of crores of rupees. Disputed debts were also settled expeditiously to raise more cash. To cut

costs further the company took steps to improve productivity and reduce its wage bill. Inefficient employees were asked to leave. No new appointments were made unless they were critically important. In addition, employees received lower increments in 2008-09. Even Mr. Singharia did not take any increment. When the global slowdown sent the international prices of pulp, the main raw material for the paper industry, crashing from Rs. 36960 per tonne in April 2008 to Rs. 18240 per tonne in September 2008, the company bought enough pulp to last for 9 months as against its policy of buying in the normal course, pulp for about 2-3 months. According to Mr. Singharia, this decision also resulted to a huge saving. Mr. Singharia and his senior management team also reevaluated its organizational structure to improve efficiency in the organization. When all the above strategic decisions had been implemented, Mr. Singharia knew that worst for the company was over. This was also reflected in the gradual increase in the quarterly profits of the company. Mr. Singharia however sounded very modest about his stewardship of the company while appreciating his senior management team for the great job done to ride out slowdown.

Required:

- a) Construct a possible vision statement and an objective for MONDRIT paper limited **(3 marks)**
- b) Conduct SWOT analysis of MONDRIT paper limited **(10 marks)**
- c) Describe two (2) main corporate strategies and explain any two (2) functional strategies the company had adopted for its survival. **(10 marks)**
- d) Drawing relevant examples from the case study, discuss any three (3) corporate governance Principles **(7 marks)**

QUESTION TWO

- (a) Michael Porter suggested that businesses can secure a sustainable competitive advantage by adopting three generic strategies. Using appropriate illustrations, explain the generic strategies **(6marks)**

- (b) "Structure follows strategy". Examine this statement in reference to Strategy implementation process (4marks)

QUESTION THREE

- a) Is Corporate Social Responsibility a pure philanthropic exercise? Respond to this question with reference to the three main CSR approaches (6 marks)
- b) Briefly highlight the stages of strategic management process (4 marks)

QUESTION FOUR

- a) Using appropriate examples, discuss any three main characteristics of strategic decisions (6 marks)
- b) Contrary to threat of substitutes, the force of Complements should generically take collaborative approach. Explain (2 marks)
- c) Explain any two (2) balanced score card perspectives (2 marks)