

Jagan Institute of Management Studies
End-Term Examination, December, 2016 – January, 2017
Trimester II – PGDM (RM) 2016-18

Environmental Scanning
ET_RM_ES_0501

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt all questions. All questions are compulsory.

Q 1 Demonetization is the act of stripping a currency unit of its status as legal tender. The old unit of currency must be retired and replaced with a new currency unit. Is demonetization of Rs. 500 and Rs. 1000 notes the right move at the right time by the Government of India? Elaborate

10

Q 2 Environmental scanning is evaluating, monitoring, and disseminating of information from internal and external environments to key people within the corporation. Environmental scanning helps an organization identify relevant factors and use those factors to obtain a competitive advantage within the environment. In a country where cost has always been a decisive factor, it is ironic that the average buyer now seems to be looking for something beyond price. A case in point is Lifebuoy, which, due to its attractive pricing, was a value soap brand for the longest time until its relaunch a few years ago. But Lifebuoy had an advantage: apart from the value offering, its core credentials were rooted in 'health through germ protection'. The brand leveraged this credential effectively during its relaunch as a family health brand. But what about brands that do not have an additional benefit to leverage beyond price/value, the way Lifebuoy did? Examples are aplenty. Long focused on the lower-end of the price spectrum, Wal-Mart has been looking to gain a following among wealthier customers. In 2009, it expanded the presence of brands such as Dell and Apple in its stores. It also remodelled most of the chain's stores in the US and Mexico. As you read this, Wal-Mart's efforts to reach the crème de la crème are still on, globally. Or take Marks & Spencer, which has cracked the formula of 'mass-premium'. The concept is also called 'masstige', a mix of mass and prestige, an area that brands catering to both ends wish to excel in. Moving upmarket is really like reinventing the brand, the way Vaseline did. It was a performance/delivery driven product. It offered a range of innovative, niche products for high order consumer needs.

- a) In your view is it possible for a brand to transform itself?
- b) What strategy should the brand adapt to move upmarket and change its image? Support with an example. 10

Q 3 Delhi's deteriorating air quality is a public health problem which is approaching catastrophic levels. Last winter, 65 per cent of days were classified as "severely polluted" in Delhi, with air bad enough to cause respiratory problems even in healthy people. However, vehicle emissions account for only part of the problems. In fact, after Delhi became the first city in India to switch to unleaded petrol (the rest of the country followed in 1994) following a Supreme Court order, and after another SC order compelled all public transport vehicles, including taxis and autos, to switch to CNG, levels of nitrous oxide, sulphur and carbon monoxide in the air fell significantly. If you are given charge of chief minister of Delhi for a day in order to reduce pollution what steps will you take?

OR

A Trump Presidency will be a blow to India on many counts. Comment. 8

Q 4 Discuss any **THREE** of the following:

- a) Cashless economy.
- b) Brick and motor to click and motor in India.
- c) Growing terrorism
- d) 'Personality' - Face of India 12
