Roll No. _____
(Do not write anything on question paper except Roll No.)
[This paper consists of TWO Pages]

Jagan Institute of Management Studies
End-Term Examination, December, 2016 – January, 2017
Trimester V – PGDM (RM) 2015-17

Strategic Management
ET_RM_SM_2412

Time: 3 Hrs.   *M. Marks: 70*

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

Q 1   Comment on the following:
a)   Characteristics of objectives.
b)   Role of Leadership in strategy implementation.
c)   Corporate Level strategy.
d)   Role of Joint Venture.
e)   Role of Organization structure in strategy implementation.   **15**

Q 2 a)   According to you Airtel follows cost leadership or differentiation strategy? Give reasons for the same?   **11**

Q 3 a)   Explain the differences between market challenger and market follower? Elaborate any three strategies used by market challenger?   **11**

Q 4 a)   Despite carrying out strategic planning, Amazon India is incurring losses? Do you think it is worthwhile to carrying out strategic planning? Analyze whether you agree or disagree with this statement.   **11**

Q 5 a)   Carry out a SWOT and PEST analysis for Maruti. Based on this recommend steps Maruti needs to take to improve its competitive position in India.   **11**

Q 6 a)   Analyze the concept of Competitive advantage for Raymonds. Under what circumstances would you recommend Raymond to go for Horizontal and Vertical integration?   **11**

Q 8   Read the case and answer the questions given at the end.
Shoppers Stop
Shoppers Stop to push omni-channel strategy this year; to invest Rs 20 cr more.
Shoppers Stop has "plans for focused investment in technology and operations over the next two years to provide a seamless online and in-store shopping experience and drive revenue growth through digital

advancements and initiatives", Raheja said.

Lifestyle retail chain Shoppers Stop has said it will invest another Rs. 20 crore over the next 18 months in technology and infrastructure to attain channel status.

Omni-channel refers to retailing through online and offline channels. So far, the company has invested about Rs 40 crore toward this end.

"The company has embarked on its omni-channel journey to tap into the exponential e-commerce growth in India," Shoppers Stop chairman Chandru L Raheja said in the company's annual report for 2016. "Omni-channel initiatives of the company will continue to be a key pillar of its growth strategy."

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According to Raheja, this year Shoppers Stop will invest in customer relationship management and warehousing management system to build on cross-channel customer service, supply chain and operations capabilities, enabling customer journeys, such as click and collect, endless aisle and ship from store.

Shoppers Stop has also embarked on project 'Mission 2020', which aims to derive 15% of the company's revenue from digital commerce by 2020, according to the report.

"The objective of the project is to create the next generation of Shoppers Stop stores that can navigate across channels and establish us as the most preferred brand and retail destination. The project focuses on areas of assortment, customer loyalty, store footprint, private brands, positioning and omni-channel strategy," Raheja said.

Questions:

a) Write a mission statement and carry out SWOT analysis of Shoppers Stop. **6**

b) Analyze the nature of competition using Porter five-force model for the Indian Retailing industry. **5**

c) Analyze the advantages and disadvantages of the Omni-channel strategy being proposed by Shoppers Stop. **4**

d) Based on above analysis recommend strategies to achieve their mission and objectives with reasons. Your analysis should include strategies depending on whether you would like to Shoppers Stop to become market leader, challenger, follower or nicher. **7**

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