

NR-125

November-2017

5th Year M.B.A. (Integrated)

Strategic Management

Time : 3 Hours]

[Max. Marks : 100

1. (A) 'Make or Buy' is an important strategic decision. Discuss these strategies in relation to resources and vertical integration. When should the firm follow either of these strategies? Explain. Give examples for both 'Make or buy' decisions. **10**
- (B) Explain the two models developed for earning above average returns for the firms. Compare them. **10**

OR

- (A) Does 'Strategy follow Structure' ? Give your viewpoints on your agreement with this statement. Explain with the help of various illustrations of organization structures and strategies suitable for the same.
 - (B) Write a detailed note on 'Ansoff's matrix and how is it related to the concept of diversification'. What will be the options available to KS school of Business Management as per Ansoff matrix quadrants ?
2. Read the following and answer the questions. **20**

AlphaOne Mall, now called AhmedabadOne Mall, was developed by Alpha G Corp Development Pvt. Ltd., which bought the land adjoining Vastrapur lake in Ahmedabad, measuring 35,000 square metres from Ahmedabad Urban Development Authority in an auction for ₹ 80 crores in 2005. Construction started in 2006 to develop a mixed use city centre catering to shopping, entertainment and hospitality. The mall faced protests from the nearby residents during its launch. The mall is located in a neighbourhood consisting of people who are strictly vegetarians, who protested against KFC opening an outlet in the mall as it is a non-vegetarian restaurant. Protests were also raised against Cinepolis multiplex as it is situated within 200 metres of a religious place. The building was designed by Canada-based Arcop associates. The mall was constructed at a cost of ₹ 350 crores.

The mall has three-level parking facility which can accommodate 1,200 cars and 2,000 two-wheelers. The mall has three anchor stores - the biggest anchor store Hyper City and the other two being Lifestyle Stores and Shoppers Stop. The mall is claimed to have 210 stores under its roof. The food court offering different varieties of food items and the multiplex are located on the third floor which drive regular traffic to the mall. The mall has led to increase in traffic jams in the Vastrapur area and the authorities have taken up traffic management in coordination with the local municipal body. (Source : www.wikipedia.com)

- (A) Conduct a SWOT analysis for 'Alpha Mall' 5
- (B) Describe the external environmental factors affecting the retail industry with respect to Alpha Mall. [Discuss only the most important and relevant factors.] 5
- (C) A lot of stores in Alpha Mall like Shopper Stop, Pantaloons, Lifestyle and other single brand apparel outlets are facing a lot of competition more so, in the fashion apparels. Discuss this in context of 'Porter's Five Force Model' for the fashion industry. 10
3. (A) Explain the concept of Value chain analysis in context of firms pursuing Low cost leadership. Which strategies for each value chain element will be suitable for them ? 10
- (B) Explain the importance of Balanced Scorecard and Benchmarking in improving firm's performance. 10
- OR**
- (B) Explain when can firms go for differentiation strategy for developing their competitive advantage ? Give atleast three detailed examples for the same. What could be the probable pitfalls of using such a strategy ?
4. Answer any **TWO** from the following. 20
- (A) What options are available to firms planning to undertake the task of corporate restructuring ? Give suitable examples for each.
- (B) 'Partnership ties may not be as productive as ownership ties'. Explain this statement with the help of strategic alliances and M&A. Give examples for each.
- (C) Write about GE-Mckinsey Portfolio Analysis Model along with the strategies suitable for the Strategic Business Units.
5. (A) Explain in detail the major Industry Life Cycle stages and their strategies. 10
- (B) Distinguish various business formats based on the intensity of usage of internet by them in their various processes. Give examples for each. 10
- OR**
- (B) Write a detailed note on various types of international strategies. What are the basic issues attached with each of them ?
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