

**M.Sc. FASHION MERCHANDIZING AND
RETAIL MANAGEMENT (MSCFMRM)**

Term-End Examination

June, 2012

MFW-018 : RETAIL STRATEGY

Time : 3 hours

Maximum Marks : 70

Note : *All the questions carry equal marks. Attempt any seven questions.*

1. Write short note on *any four* of the following :
 - (a) Nature and benefits of strategic Management. **2.5x4=10**
 - (b) Loblaw's strategy for Success of Retail
 - (c) Steps involved into strategic Retail Planning.
 - (d) Operational effectiveness is not Strategy
 - (e) BCG growth Matrix
 - (f) Balance Score Card Approach

2. Answer the following questions : **6+4=10**
 - (a) What is business policy? How it has evolved? Discuss business policy of an integrated approach to decision making.
 - (b) Why do we need to lay so much stress on strategic management ?

3. What is strategy implementation ? How for it is different from strategy formulation ? 5+5=10
4. A competing toy store has a better location than yours. It is in a modern shopping centre with a lot of customer traffic. Your store is in an older neighbourhood and requires customers to travel farther to reach you. How could you use a merchandising, pricing and communication strategy to over come your disadvantageous location ? 10
5. Answer the following questions : 7+3=10
- (a) "Good governance is epitomized by predictable, open and enlightened policy making, a bureaucracy involved with professional ethos acting in furtherance of the public good, the rule of law, transparent processes and a strong civil society participating in public affairs". Elaborate the statement in the context of corporate governance.
- (b) Briefly describe the role of board of directors.
6. Answer the following questions : 4+3+3=10
- (a) What are business level strategies ? Outline the typology given by Porter.
- (b) Discuss strategic alternatives with reference to Michael Porter's strategies.
- (c) Compare and contrasts SWOT analysis with Portfolio Analysis.

7. "Structure follows strategy" or "Strategy follows Structure." Which one of the above is true ? Validate your point by providing suitable examples. 10
8. Is the evaluation and control process appropriate for a corporation that emphasizes creativity ? Are control and creativity compatible ? 10
9. State your views on whether corporation could be a viable corporate level strategy in today's competitive environment. 10
10. Read the following case carefully and answer the questions at the end : 4+6=10

Hero Honda joint venture formed in 1984 is a classic case of strategic alliance involving the Indian company Hero group and Japanese automobile major Honda Motor cycle. The alliance has been terminated with the entire 26% stake of Honda Motor cycle in the venture bought by the Hero group. Setting out the venture gives the Japanese company the freedom to go it alone in the World's second largest market for two wheelers.

Questions :

- (a) List out the advantages of Strategic Alliance for both the organizations, in the two wheeler market in India.
 - (b) What are the key success factors for managing an alliance ? In the light of these key success factors, identify the reasons for the termination of this successful joint venture.
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