**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**FOURTH TRIMESTER (PGDM Batch 2021-23)**

**END TERM IMPROVEMENT Examination, DEC-2022**

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| Course Name | **Strategic Management** | Course Code | **30704** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**Instruction:**

1. *All questions are compulsory.*

**SECTION - I**

**Refer to the excerpt below, and answer the question.**

Aditya Birla Group sells in-house and other branded apparel via brick-and-mortar and online stores. The group's firm Aditya Birla Fashion & Retail Ltd (ABFRL) emerged after the consolidation of the branded apparel businesses comprising Madura Fashion division and its subsidiaries Pantaloons Fashion and Retail and Madura Fashion & Lifestyle in May 2015. It retails some of India's most loved brands - Louis Philippe, Van Heusen, Allen Solly and Simon Carter – catering to India’s Premium Consumers via their individual brand stores and through other multi brand outlets. With their signature styles, high quality products and differentiated in-store experience, these brands have garnered immense customer loyalty and recall.

**Q1.** Explain the ‘Business-level Strategy’ followed by Aditya Birla Fashion & Retail Ltd (ABFRL).

**(10 Marks)**

**SECTION - II**

**Q2.** Mahindra & Mahindra Ltd for their passenger car operations, is evaluating the benefits of undertaking ‘Horizontal versus Vertical Integration’. List and elaborate the factors that one should consider in making such a decision. **(10 Marks)**

**Q3.** Explain the competitive advantages enjoyed by JIO in the mobile telephone industry in India. Analyse the impact of the merger of Vodafone and Idea on the competitive advantage of JIO.

**(10 Marks)**

**Q4.** Traditionally, strategy was considered as the outcome of a formal planning process. In reality, valuable strategies often emerge from deep within the organization without prior planning. Keeping this in mind, present the framework of the Strategic Planning Process. **(10 Marks)**