

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Somaiya Vidya Vihar, Mumbai- 400077

Programme: PGDM- Financial Services (FS)

Batch: 2018-20, Trimester II, Academic Year: 2018-19

Course: **Strategic Management**

(End Term Examination)

Maximum Marks: 50

Duration: 3 Hours
p.m.

Date: January 16, 2019

Time: 10.30 a.m. to 1.30

Instructions:

1. A HBSP Case is provided with Question Paper. Title: Charlie Merrill and the Financial Supermarket Strategy; by Authors: Giovanni Gavetti, Anoop Ramachandran Menon, Katherine Dowd; Product No. 711518-PDF-ENG
 2. Follow instructions and marks mentioned along with each question.
 3. For question number 1, write short notes on any 4 out of the 7 topics. **1.1 is Compulsory.**
 4. Questions number 2 is based on the Case. Solve any 6 sub-questions out of 10.
 5. Present answers clearly using examples, figures and tables.
 6. Make logical assumptions wherever required and clearly state the same.
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1. Write Short Notes (answer any 4, 5 Marks each)

(20 Marks)

- 1.1. CAGE Framework (Compulsory)**
- 1.2. Indian Insurance Industry
- 1.3. Reshaping Five Forces
- 1.4. Resource Based View
- 1.5. Platform Business
- 1.6. Four Strategic Styles by Martin Reeves
- 1.7. Strategy Formulation

2. Case Analysis (refer to Case, answer any 6, 5 Marks each)

(30 Marks)

- 2.1. Describe the structure of Banking Industry?
- 2.2. Discuss Chain Stores. Why was it a growing industry?
- 2.3. What were the core competencies of Merrill, Lynch & Co.?
- 2.4. What was the growth strategy of Merrill, Lynch & Co. in Banking Industry?
- 2.5. Why did Merrill and Lynch choose exit strategy over expansion strategy in Film Industry?
- 2.6. Compare “mom and pop” shops versus Grocery Stores.
- 2.7. What was the survival strategy of Merrill? How did Merrill identify and respond to a potential threat?
- 2.8. What were the drivers of Supermarkets? Why Merrill curtailed expansion? What was the impact of the Great Depression on Safeway?
- 2.9. Discuss Sales and Marketing Activities of Safeway?
- 2.10. Describe the multi-pronged revival strategy of Merrill Lynch to shape Financial Services post-Depression.