

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
Vidyavihar, Mumbai- 400077

Program: PGDM-RM(Batch2017-19), Trim-IV
Subject: Strategic Management
(End-Term Examination)

Date of Exam: September 20, 2018

Time: 3 Hours

Marks: 50

Instructions

Please write legibly in points or short paragraphs.

Start the answer to a question on a new page.

Marks are mentioned after the question.

Parts of the question carry equal marks.

Read the case *Amazon Go – Venturing Into Traditional Retail* and answer the questions with reference to the case.

- Apply the concepts / frameworks learnt in the subject to answer.
- Explain the concept / framework separately before applying.

Questions:

Q1 Describe both online and offline businesses and their nature. List and explain the drivers of the revenue model for making money. Make a comparative chart for this question.
5 marks

Q2 Is the offline business attractive and does Amazon have what is required to win? Consider areas external as well as internal to the business i.e. all the opportunities, threats, strengths, weaknesses, five forces, two sided networks as well as PESTEL considerations to answer.
15 marks

Q3 The business strategy adopted by Amazon is to diversify into offline. Using the work done in the previous question formulate a strategy for Amazon. How is it different from the strategy of going offline adopted by the business? Draw a comparative table for the differences and explain in each of the items why you think there are differences.
10 marks

Q4 Can the offline business sustain and progress in the future? Justify your response explaining how the competition can counter the five forces as well as the changes in PESTEL assumptions.
10 marks

Q5 What are the synergies between the businesses? Can the mix of businesses by Amazon sustain and progress in the future? Justify your response using concepts of Corporate Strategy and concepts / frameworks of a company with multiple businesses. Also, compare the capabilities required and available for both the businesses.
10 marks

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