



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Consumer Intelligence and Applied Information Systems
DEPARTMENT	Applied Information Systems
CAMPUS(ES)	APB
MODULE NAME	BUSINESS ANALYSIS 2A
MODULE CODE	BAY02A1
SEMESTER	First
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Supplementary Summative Assessment July 2019

ASSESSMENT DATE	16 July 2019	SESSION	11:30-14:30
ASSESSOR	Dr Patrick Ndayizigamiye		
MODERATOR	Mrs. Maureen Van den Bergh		
DURATION	3 hours (180 min)	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	3
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
 - There are 5 questions, please answer all of them.
 - Number your answers clearly and correctly as per the question paper.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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QUESTION 1**[22 MARKS]**

Founded in 1919 in London, Tesco PLC is a British-based international grocery and general merchandising retail chain. With revenues of £60 billion (2009), it is the largest British retailer by both global sales and domestic market share, with profits exceeding £3 billion. With almost 500,000 Employees (2009) and over 4000 stores Tesco is currently the third largest global retailer. Originally specialising in food and drink, it has diversified into areas such as clothing, consumer electronics, financial services, telecoms; home, health and car insurance, Internet services, and software. Tesco has operated on the Internet since 1994 and was the first retailer in the world to offer a robust online shopping service in 1996. Tesco.com was formally launched in 2000. In common with most other large retailers, Tesco draws goods from suppliers into regional distribution centres, for preparation and onward delivery to stores. Tesco's international expansion strategy has responded to the need to be sensitive to local expectations in other countries by entering into joint ventures with local partners. Tesco operates in the following markets: China, Czech Republic, Hungary, India, Japan, Malaysia, Poland, Republic of Ireland, Slovakia, South Korea, Thailand, Turkey, UK, and USA. The business is dependent on efficient Information Technology (IT) systems. Any significant failure in the IT processes of their retail operations (e.g. barcode scanning or supply chain logistics) impacts its ability to function. Tesco recognises the essential role that IT plays across the company in allowing efficient trade and achievement of commercial advantage. The implementation of IT innovations in the company has improved the shopping experience of customers and made life easier for employees. The company has extensive controls in place to maintain the integrity and efficiency of IT infrastructure and share world-class information systems across International operations to ensure consistency of delivery.

- 1.1. McFarlan's strategic grid depicts the impact of IT on business operations and a company's strategy. Please explain in details with specific examples each quadrant of the McFarlan's strategic grid. **(12)**
- 1.2. Using McFarlan's strategic grid framework discuss in detail, with specific references from the above case scenario, where the use of IT in Tesco PLC is situated in the 4 quadrants of the framework. **(10)**

QUESTION 2**[18 MARKS]**

2. Benchmarking is an ongoing process of measuring and improving products, services and practices against the best. List and explain in detail with specific examples the 6 approaches to benchmarking. **(18)**

QUESTION 3

[20 MARKS]

According to Mendelow's stakeholder analysis matrix, there are 4 categories of stakeholders.

- 3.1. Identify and explain in detail and with specific examples each category of stakeholders. **(12)**
- 3.2. Explain in detail with specific examples how you would manage each stakeholder. **(8)**

QUESTION 4

[20 MARKS]

John and Dave are planning to start a company that provides IT support services. They are aware of the market uncertainty and hence they need advice on the factors that they should consider before they embark on the joint venture.

Based on the Porters Five Forces model, identify and explain in details with specific examples the factors that John and Dave should consider before they embark on the joint venture. **(20)**

QUESTION 5

[20 MARKS]

A SWOT analysis is a descriptive tool used to gain insights into an organisation's business environment

- 5.1. Identify and explain in detail with specific examples 5 components of the internal analysis. **(10)**
- 5.2. Identify and explain in details with specific examples 5 components of the analysis of external opportunities and threats. **(10)**