

00240

**MASTER OF BUSINESS
ADMINISTRATION (RETAIL SERVICES)
(MBARS)**

**Term-End Examination
December, 2013**

**MRS-010 : STRATEGIC MANAGEMENT AND
SCENARIO PLANNING**

Time : 3 hours

Maximum Marks : 100

Note : Question No. 1 is compulsory. Attempt any four questions out of seven from Section - B. All questions carry equal marks.

SECTION - A

1. Elucidate/elaborate (possibly with examples) and comment on **any four** of the following statements :
 - (a) Objectives and goals provide the foundation for all managerial activity.
 - (b) The purpose of analyzing corporate strengths and weakness is to ultimately match them.
 - (c) Many developments in the general environment are difficult to predict with any degree of accuracy, while others are readily predictable.
 - (d) In order to grow, every company must diversify.
 - (e) When a market is declining, consider alternatives, including divestment, harvesting, locating a safe niche, etc as if you were the sole survivor in the industry.

- (f) The turbulent environment prevailing in some industries has made the use of strategic planning redundant.

SECTION - B

2. Strategic alliances have become quite common in today's business. Examine the forces behind such alliances and the factors that need to be considered and analyzed while planning for strategic alliances.
 3. What are the distinctive features of McKinsey 7-S Model and what are its major implications ? Also critically examine the McKinsey Framework.
 4. What purpose the Balanced Scorecard approach can serve in a business organization ? What kind of perspectives could be used to understand the factors that underpin financial performance ? Explain.
 - (a) How or in what ways can a business enterprise gain competitive advantage ?
 - (b) What role R&D strategy can play in enhancing the competitiveness of business firm ?
 5. Compare and contrast different types of standards that can be used for evaluation and control of strategy.
 6. What could be the different forms of horizontal diversification ? Explain each one with Indian examples.
 7. Briefly explain the constituents of Micro Environment of a business firm. What could a firm do to improve its micro environment ?
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