

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

Term-End Examination

June, 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 six 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 :
- The success or failure of an organization in the long run depends upon doing right things rather than doing things right.
 - No organizational structural form can be ideal in all situations.
 - R & D must be integrated into the corporate strategy.
 - Successful management of innovation process calls for managing the entire chain from idea generation to commercialization of products.

- (e) Cost leadership is likely to be an “all - or - nothing” strategy.
- (f) The key to success in formulating a winning turnaround strategy, like any other business - level strategy, rests on understanding, achieving and maintaining a competitive advantage.

SECTION - B

2. What importance "mission" has in strategy formulation ? Can there be a strategy without a mission ? Give examples of mission for the following organizations :
 - (a) An electric supply undertaking in the private sector
 - (b) A corporate hospital and research centre
 - (c) An electronic firm manufacturing electronic consumer goods such as TVs, DVDs, etc.
 - (d) A public transport organization

3. Describe the dimensions/composition of BCG Matrix and analyze its role, implications and limitations.

4. What are the Five Forces of Competition ? Describe, with examples, their potential influence on competition in any industry with which you are familiar (Name the industry and briefly describe it before you attempt your answer).

5. What is scenario planning and what are its uses ? What guidelines need to be kept in view for developing useful scenarios ?

6. "The real challenge of leadership in strategic management lies in strategy implementation." Discuss the role of leadership in this context. How could the McKinsey Framework be helpful in the process of strategy implementation ?

 7. Explain the set of critical success factors (CSFs) that are essential for maintaining competitive advantage.
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