

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

Term-End Examination

December, 2011

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

Time : 3 hours

Maximum Marks : 100

Note : Attempt any five questions.

1. Anita is a champion of new philosophy of retailing illustrated by the following : 10,10

'I think loneliness is a time bomb ticking away in our society especially in the shopping malls. Any one who can figure out a way of reducing loneliness, will have a business that will thrive forever. Never treat the customers as enemies, approach them as potential friends. Think of customers as guests, make them laugh. Is any retailer thinking about how to make malls function socially as an arena of human contact or the centre for useful social information like a village well in traditional societies. Anita claims that her ethical approach to business has become the norm for the 21st century.

Do you agree with her views or do you consider yourself as her critic ?

What kind of strategies would win in the competition for future ?

2. Describe the ways in which game theory assists in strategy formulation. How do first and second mover advantage influence strategy and performance ? 10,10

3. “ Low cost leadership strategy at times enables a firm to defend itself against each of the five competitive forces”. Explain the statement. 20

4. Discuss Chandler and Porter’s perspectives on strategy and structure. Give examples to illustrate your answer. 20

5. What is strategy ? In what way can a company’s strategy be identified ? Why are crafting and execution of strategy important ? 5,7,8

6. Assume that you are in charge of developing the strategy for a multinational company selling products in 50 different countries around the world. One of the issues is whether to adopt a multi country strategy or a global strategy. Craft your answer from the following standpoints : 20
 - (a) If the country deals in washing machines.
 - (b) If the company deals in dry soup mixes and canned soups.

7. Describe *any two* of the following : 20
 - (a) BCG Matrix
 - (b) Balanced score card
 - (c) Joint Ventures

Quickfix is a mid-sized company making variety of glue products. It has a policy of growing through acquisitions. Five years ago, the company had acquired Swan Adhesives Ltd. which was its main competitor. At the time of a acquisition, Swan Adhesive's financial condition was in a state of mess with substantial accumulated losses. The Board of Quickfix was optimistic of turning around the acquired company. The task of turning around the company was entrusted to the Vice President of the company who chalked out a comprehensive plan to attain the turnaround objective. But despite all the measures, the Vice President has met with little success. In fact, the workers of the acquired company had almost revolted.

Questions :

- (a) Identify the problems that may be involved in cases of acquisition of the referred kind
 - (b) How can the problems in Swan Adhesives be overcome ?
 - (c) Suggest strategies to improve performance of the acquired unit.
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