

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

Term-End Examination

June, 2011

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

Time : 3 hours

Maximum Marks : 100

Note : Attempt any five questions.

1. Explain the concept of strategic evaluation and control. Discuss the technique of strategic control. **8,12**
2. 'Structure follows strategy'. Critically analyse the statement. **20**
3. How can the resources and capabilities of a company be better utilised through environmental scanning and analysis ? Illustrate your answer with appropriate examples. **20**
4. For what reasons the R and D need to be integrated into the corporation ? Which factors must be taken into consideration to successfully manage the innovation process ? Discuss by citing examples. **8,12**

5. "The record of M and As the world over has been rather unimpressive." What may be the causes of failure of M and As. Discuss. 20
6. Describe Porter's 5- forces. In What way do they influence the profitability of an industry ? 12,8
7. Explain the process of formulation and implementation of strategy. 20
8. Read the following case and answer the questions given at the end :
- "What is missing in the broadband network strategy is the network, at least in the United states. There is a reason. Cocoon and other broadband products are released first in Japan. More than half of all households in Japan are expected to have a broadband Internet access as compared to 30 percent in the USA. This is the first time in Sony's history that they are producing products that are ahead of infrastructure's ability to use them. Indeed the rollout of broadband service in the USA has been stymied by ineptitude on the part of cable and telephone companies, high infrastructure costs, lack of availability in some areas and above all the high cost of monthly service to consumers. Price for broadband access in the US hovers around 50 dollars per month

versus as little as 20 dollars a month in Japan. Especially in the present day economic scenario, price matters (Based on *Fortune*, 10 November, 2002)

The trouble is that sony managers have been preaching about glorious networked future for half a decade with little to show for it. The company is caught between the past that no longer works and a future that has not arrived (*Business Week* online cover story 11 March, 2002)

Questions :

- (a) How attractive is Sony's vision ? 8,7,5
- (b) Will you bet on the vision or the reality ?
Why ?
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