

2017

M.Com. 4th Semester Examination

STRATEGIC MANAGEMENT

PAPER—COM-401

Full Marks : 50

Time : 2 Hours

The figures in the margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

Illustrate the answers wherever necessary.

Unit - I

(Marks : 20)

1. Answer any *two* of the following questions : 2×5
- (a) Explain the terms 'red ocean strategy' and 'blue ocean strategy'. 5
- (b) What do you understand by core competence? Name the three tests to check its presence. 4+1

(Turn Over)

(c) A resource can be a source of sustainable competitive advantage. In this regard, explain the VRIO framework.

5

(d) Write a short note on quantitative methods for organizational appraisal.

5

2. Answer any *one* of the following : 1×10

(a) (i) Discuss in brief the salient features of corporate governance in India.

(ii) State the dynamic interaction existing among four sub-components of corporate governance after mentioning those four components. 6+4

(b) (i) The environment plays a big role in strategy making. Give your views in this regard.

(ii) What do you understand by Porter's five forces model? Discuss any two of those forces.

3+(3+4)

Unit - II

(Marks : 20)

3. Answer any *two* questions of the following : 2×5
- (a) How is the intensive strategy differ from integration strategy ?
 - (b) State the factors used to measure the two dimensions of the GF matrix.
 - (c) Write a short note on Network Structure.
 - (d) Explain briefly, the strategic control process.
4. Answer any *one* of the following : 1×10
- (a) Explain in brief, the important reasons for a company diversifying its business. Distinguish between Spin-offs and Equity carveouts. 6+4
 - (b) What do you mean by Experience Curve effect ? Make a critical analysis on Resource, Competencies and Capabilities in strategic decision making. 5+5

[Internal Assessment — 10 marks]