

2014

M. Com.

4th Semester Examination

STRATEGIC MANAGEMENT

PAPER — COM-401

Full Marks : 50

Time : 2 Hours

The figures in the right-hand 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* questions : 5×2
- (a) Explain the term 'strategy'.
 - (b) What role does the business environment play in strategic formulation ?
 - (c) Why are business level strategies also known as 'competitive strategies'?
 - (d) Discuss the areas stressed upon in a corporate governance mechanism.

2. Answer any *one* question from the following : 10×1
- (a) (i) Write a short note on environmental scanning.
- (ii) The Issues Priority Matrix is an important analytical tool for strategy makers in organizations. In this context, elaborate the matrix. 5+5
- (b) Balanced Scorecard is a performance measurement and management tool. In this context, discuss the organizational appraisal tool. 10

Unit—II

[Marks : 20]

3. Answer any *two* questions : 5×2
- (a) Mention the steps involved in strategic control process.
- (b) Make a comparative analysis between BCG's Growth-Share Matrix and MC Kinsey Matrix.
- (c) Write short notes on :
- (i) Global Structure;
- (ii) Mother-daughter type structure. $2\frac{1}{2} \times 2$
- (d) Distinguish between concentric diversification and conglomerate diversification.
4. Answer any *one* question : 10×1
- (a) Discuss the basic reasons for diversification of a firm