

M.Com. 4th Semester Examination, 2012

STRATEGIC MANAGEMENT

PAPER – COM-401

Full Marks : 50

Time : 2 hours

Answer all questions

The figures in the right hand margin indicate marks

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

Illustrate the answers wherever necessary

UNIT – I

1. Answer any *two* of the following : 5 × 2

(a) What do you understand by the terms 'blue ocean' strategy and the 'red ocean strategy' ?

Point out its differences. 3 + 2

(b) Discuss the VRIO framework given by Barney. 5

- (c) Why has strategic management become so important in today's organisation? 5
- (d) What do you mean by environmental analysis? Why is it important to organisations? 5
2. Answer any *one* of the following : 10 × 1
- (a) (i) What are the main principles on which the model of corporate governance is build? 5 + 5
- (ii) Describe the role of audit committees in improving the standard of governance in organizations. 5 + 5
- (b) Briefly describe the Strategic Management process. 10

UNIT – II

3. Answer any *two* of the following : 5 × 2
- (a) Explain briefly the qualitative and quantitative factors as required in performance evaluation measures.
- (b) Discuss the factors affecting choice of strategy.

- (c) Distinguish between 'merger' and 'acquisition'.
Cite exemplar.
- (d) Differentiate between concentric and conglomerate diversification.

4. Answer any *one* question : 10 × 1

(a) (i) BCG matrix classifies the business activities into four quadrants— Explain them briefly.

(ii) State the methodology for building BCG matrix. 6 + 4

(b) Provide a brief overview of the five forces model of Michael Porter. 10

[Internal Assessment – 10 Marks]
