

M.Com. 4th Semester Examination, 2013

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) Discuss the importance of strategic management to organizations.
- (b) Explain the term 'TOWS Matrix'.

(Turn Over)

- (c) What do you understand by the terms 'vision' and 'mission' statement ?
- (d) Environmental Threat Opportunity Profile is a useful tool for managers. In this regard, explain the concept with the help of an example and its applicability to managers.
2. Answer any *one* of the following : 10×1
- (a) Corporate Governance is a mechanism for protecting shareholders' interest. In this context, explain the term and point out the main areas focused upon by various Committees set up from time to time. 5 + 5
- (b) (i) Value Chain analysis is an extremely important tool for organizational appraisal. In this regard, discuss the appraisal technique.
- (ii) Draw a distinction between corporate level and business level strategies. 6 + 4

(3)

UNIT – II

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

- (a) Explain the two dimensions used to build GE nine-cell matrix.
- (b) Mention the advantages and disadvantages of unrelated diversification.
- (c) State, in brief, the causes of experience curve effect.
- (d) Explain the relationship between resources, competencies and competitive advantage with suitable examples.

4. Answer any *one* question : 10×1

- (a) Discuss the alternative routes to diversification.
- (b) Explain the methods and techniques used in strategic control systems.

[*Internal Assessment – 10 Marks*]
