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PG/IVS/COM-401/15

M.Com. 4th Semester Examination, 2015

STRATEGIC MANAGEMENT

PAPER – COM- 401(Unit-I & II)

Full Marks : 50

Time : 2 hours

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

[Marks : 20]

1. Answer any *two* questions : 5 × 2

(a) What do you understand by the resource-based view of organizations? How do resources form a source of competitive advantage? 2 + 3

(Turn Over)

(2)

(b) Write a short note on core competency. 5

(c) You are required to make a comparative analysis of the various levels of the strategy hierarchy. 5

(d) How do you explain the terms 'vision' and 'mission' statement? 5

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

(a) (i) Elaborate in brief the term 'Independent directors' and also explain their role in improving corporate governance.

(ii) What do you understand by agent-principal conflict? (3 + 4) + 3

(b) (i) Briefly explain the different approaches to environmental scanning.

(ii) Explain the alternative strategies of 'TOWS Matrix'. 5 + 5

(3)

UNIT – II

[Marks : 20]

3. Answer any *two* questions : 5 × 2
- (a) What are the two variants of focus strategy ?
Discuss each giving examples. 5
- (b) Explain the role of 'strategic alliance' in strategic management. 5
- (c) Explain the matrix organization structure of an organization. 5
- (d) How do you explain the relationship between resources, Competencies and competitive advantage with suitable examples ? 5
4. Answer any *one* question : 10 × 1
- (a) Write short notes on : 5 + 5
- (i) GE matrix ;
- (ii) Experience curve effect.

(4)

(b) (i) Discuss, briefly, various types of diversification of firms.

(ii) Provide a brief overview of the five forces model of Michael Porter. 4 + 6

[Internal Assessment : 10 Marks]
