

**2022**

**COMMERCE**

**Paper : CC-401**

**(Strategic Management)**

**Full Marks : 40**

*The figures in the margin indicate full marks.*

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

*Candidates are required to answer all parts of a question sequentially.*

**Module - I**

Answer *any two* questions.

1. Write short notes on the following : 5+5
  - (a) Mission of an organisation
  - (b) Values of an organisation
2. (a) In the light of Porter's Five Forces Framework, under what circumstances are the buyers most powerful?  
(b) Identify any five limitations of the Industry Life-cycle Model. 5+5
3. (a) Distinguish between distinctive technologies and basic technologies.  
(b) What are the characteristics of core competences? 5+5
4. Explain *any five* ways that an organisation can adopt at the functional level, to increase efficiency and lower its cost structure for various value creation activities. 10

**Module - II**

Answer *any two* questions.

5. (a) Why is a realized strategy different from an intended strategy? Explain by means of a suitable diagram.  
(b) With the help of a 2×2 matrix, discuss the four types of strategic innovation. 5+5
6. (a) Attempt a comparative analysis of the three major corporate parenting roles in terms of *any two* criteria.  
(b) How does the 'Ashridge Portfolio Display' (or Parenting Matrix) assist a parental developer in decision-making? 5+5

**Please Turn Over**

7. (a) Discuss the four major barriers to strategic implementation, according to Kaplan and Norton.
- (b) Briefly explain the concepts of (i) premise control and (ii) strategic surveillance in the context of strategic evaluation and control. 5+5
8. Write short notes on *any two* of the following : 2×5
- (a) Level 5 Leadership
  - (b) Strategic entrepreneurship
  - (c) The Ansoff Matrix
  - (d) Corporate strategies for international diversity
  - (e) Traditional and contemporary approaches to strategic evaluation and control
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