

2023

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.*

You are required to answer all parts of a question sequentially.

Module - I

Answer *any two* questions.

1. (a) "All decisions taken by organisations are not strategic decisions." In light of the given statement how do you distinguish a strategic decision from a non-strategic decision?
(b) Write a short note on benchmarking. 6+4
2. (a) What is the 'Icarus Paradox'? How does this paradox explain failure of companies?
(b) What are the key factors that a strategic manager should consider while deciding on the goals of an organisation? (2+4)+4
3. (a) What do you understand by industry life cycle analysis?
(b) Briefly explain the barriers to imitation.
(c) Distinguish between potential competitors and established firms in the context of Porter's Five Forces framework. 2+5+3
4. Write short notes on : 5×2
 - (a) Role of luck in strategic management
 - (b) Achieving superior quality through functional level strategy.

Module - II

Answer *any two* questions.

5. (a) Examine how a 'dual focus' of the shared value creation (SVC) framework is relevant for "reinventing capitalism".
(b) How does the SVC logic differ from that of corporate social responsibility (CSR)?
(c) Indicate how adoption of the SVC logic enables ESG measurement and reporting. 5+3+2

Please Turn Over

6. Comment on the validity of the following statements (True/ False/ Partly true) by giving *two reasons* in support of your argument for each of them : 2½×4
- (a) A corporate parent can destroy the value created by the strategic business units (SBUs).
 - (b) A transnational strategy is a growth strategy.
 - (c) High incidence of failure in strategic implementation in companies is due to a vision barrier.
 - (d) Strategic surveillance is the same as environmental scanning.
7. Identify *two major points* of difference between : 2½×4
- (a) Strategy as “plan” and strategy as “pattern”
 - (b) Horizontal integration and vertical integration
 - (c) “Technology push” view and “market pull” view of strategic innovation
 - (d) Synergy manager and Parental developer.
8. Write short notes on *any two* of the following : 5×2
- (a) Interrelationship between corporate strategy and organisational structure
 - (b) Factors influencing the development of an emergent strategy
 - (c) The role of the Growth/Market-share Matrix in Corporate strategy
 - (d) Level 5 leadership and the “flywheel effect”.
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