

2024

COMMERCE

Paper : CC-401

Strategic Management (STMGT)

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.*

Module - I

Answer **any two** questions.

1. (a) Write a short note highlighting the meaning and challenges faced by a strategic manager with respect to threshold resources and unique resources.
(b) What are the characteristics of basic technologies?
(c) What are the major limitations that a strategic manager should keep in mind while dealing with critical success factors? 5+2+3
2. (a) How does the 'capability of competitor' influence the durability of a competitive advantage?
(b) Diagrammatically explain value chain of an organisation as given by Porter. 4+6
3. (a) 'Risk of Entry' of potential competitors is one of the components of Porter's Five Forces Framework — Elaborate.
(b) How do the competitive forces affect the shakeout and maturity stages in the Industry Life Cycle? 5+5
4. (a) Identify the reasons behind failures in innovation.
(b) What strategies are commonly used to reduce the failure rate in innovation? 5+5

Module - II

Answer **any two** questions.

5. (a) Graphically explain the concept of effective parenting fit.
(b) What role does the 'flywheel effect' play in the transition from a 'good-to-great' company?
(c) Indicate the relevance of the 'hedgehog concept' to a Level 5 leader. 3+3+4

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 'value trap' strategic business unit (SBU) is dangerous for a parental developer.
 - (b) Diversification of products and markets always results in better corporate performance.
 - (c) A realized strategy differs from an intended strategy.
 - (d) Incremental process innovation is necessary for developing a product's 'dominant design'.
7. Identify *two major points* of difference between : 2½×4
- (a) Cognitive school of strategic management and Configuration school of strategic management
 - (b) Strategic entrepreneurship and social entrepreneurship
 - (c) Product development strategy and Market development strategy
 - (d) Strategic formulation and strategic implementation
8. Write short notes on *any two* of the following : 5×2
- (a) Kaplan and Norton's model of barriers to implementation
 - (b) Value adding activities of a corporate parent
 - (c) Types of strategic control
 - (d) Strategic outsourcing
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