

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

2025

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) Why is a customer oriented mission statement better than a product oriented mission statement?
(b) What organisations must do to achieve technological core competence?
(c) How do you view the role of luck in determining competitive success and failure? 4+3+3
2. (a) Explain *any two* reasons that cause an organisation to fail.
(b) Why is it difficult for the competitors to imitate core competence? 6+4
3. (a) Describe the factors on which the 'Intensity of Rivalry' depends upon in an industry.
(b) Discuss the influence of economic factors on a company's business strategy using the PESTEL framework. 6+4
4. Write short notes on *any two* of the following : 5×2
 - (a) 'Punctuated equilibrium' in the context of innovation
 - (b) Factors for achieving superior efficiency
 - (c) Characteristics of Major Corporate goals
 - (d) Strategic fit and strategic stretch.

Module - II

Answer *any two* questions.

5. (a) How should a corporate parent manage a 'heartland' strategic business unit (SBU)?
(b) What is the role of 'hedgehog concept' in the transition from a 'good-to-great' company?
(c) What is 'shared value'? Explain the 'dual focus' of shared value creation with a suitable example. 2+3+(2+3)

Please Turn Over

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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) Strategic leadership and visionary leadership are identical concepts.
 - (b) A divestment strategy is a growth strategy.
 - (c) A change in an organisation's strategy must be matched by an appropriate change in its structure.
 - (d) Logical incrementalism influences strategy development in a learning organisation.
7. Identify *two major points* of difference between : 2½×4
- (a) Portfolio manager and Parental developer
 - (b) Product innovation and Process innovation
 - (c) Market penetration strategy and Market development strategy
 - (d) Strategic surveillance control and Premise control.
8. Write short notes on *any two* of the following : 5×2
- (a) 'Descriptive' schools of strategic management
 - (b) Relevance of the 'growth / market share' matrix to corporate portfolio management
 - (c) Social entrepreneurship
 - (d) Strategic roles of subsidiaries in a multinational portfolio.
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