

2025

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.*

Module - I

Answer *any two* questions.

1. Write short notes on the following : 5×2
 - (a) Mission Statement
 - (b) Critical Success Factors
2. Discuss the factors on which 'Durability of Competitive Advantage' of an organisation depends. 10
3. (a) In the context of Porter's Five Forces Framework, discuss the Risk of Entry by Potential Competitors.
(b) How does competition change during the maturity stage of the Industry Life Cycle? 5+5
4. What do you understand by economies of scale? How do they influence a firm's cost structure and strategic decisions? 4+6

Module - II

Answer *any two* questions.

5. With the help of a suitable diagram, explain how the 'flywheel effect' enables a transition from a 'good to great' company. 2+8
6. Distinguish between : 5×2
 - (a) Strategic formulation and Strategic implementation
 - (b) Synergy manager and Parental developer
7. Write short notes on : 5×2
 - (a) Factors influencing the development of an emergent strategy
 - (b) Kaplan and Norton's model of barriers to implementation
8. (a) Describe, in detail, the four types of strategic control.
(b) Why is the Ashridge Portfolio Display relevant to a corporate parent? 8+2