2026

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) What are the characteristics of strategic decisions that are common in the spheres of business or military?

   (b) While developing a mission statement, what are the different aspects that strategic managers should focus on while defining 'What is our Business'?

   (c) Distinguish between internal benchmarking and generic benchmarking. 3+3+4

2. (a) Which factors are most critical for achieving superior efficiency in today's competitive business environment?

   (b) Describe the key characteristics of a mature industry. 5+5

3. (a) Write a short note on 'overcoming inertia'.

   (b) Distinguish between CSFs and Core Competences. 5+5

4. (a) How do political and economic factors influence the business environment of an industry?

   (b) How do firms achieve competitive advantage through Focused Cost Leadership and Focused Differentiation? 5+5

Module - II

Answer ***any two*** questions.

5. (a) With the help of a suitable diagram, show why strategy development requires an understanding that a realized strategy is different from an intended strategy.

   (b) Briefly explain the four types of strategic innovation by means of a 2×2 matrix.

   (c) Identify any two risks of strategic outsourcing. 4+4+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) All Level 5 leaders are 'hedgehogs'.

(b) A high incidence of strategic implementation failure in companies is due to a resource barrier.

(c) If a corporate parent aims to dominate the market, then it will focus on building 'cash cow' SBUs.

(d) Emergent strategy development is influenced by prior strategic decisions to manage business continuity.

7. Identify ***two major points*** of difference between : 2½×4

(a) Heartland SBU and Value Trap SBU

(b) Strategic entrepreneurship and Social entrepreneurship

(c) Strategic Formulation and Strategic Implementation

(d) Strategic Surveillance Control and Implementation Control.

8. Write short notes on (***any two***) of the following : 5×2

(a) Prescriptive Schools of strategic management

(b) Value-adding activities of a 'Synergy Manager' corporate parent

(c) Traditional and contemporary approaches to strategic evaluation and control

(d) Vertical Integration as a corporate growth strategy.

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