

QP Code: 22/PT/9/XI (Old)

POST-GRADUATE COURSE
Term End Examination — June, 2022/December, 2022
COMMERCE (Old Syllabus)
Paper-XI : STRATEGIC MANAGEMENT
(Up to January 2021 Enrolment Session)

Time : 2 hours]

[Full Marks : 50

Weightage of Marks : 80%

Special credit will be given for accuracy and relevance in the answer. Marks will be deducted for incorrect spelling, untidy work and illegible handwriting. The weightage for each question has been indicated in the margin.

Use of scientific calculator is strictly prohibited.

Module - I

Answer any *two* of the following questions : $12\frac{1}{2} \times 2 = 25$

1. (a) Briefly describe the concept of strategy.
(b) What do you mean by corporate-level strategy ?
(c) Describe any two factors that affect the formulation of mission and objectives of a firm. $5 + 3\frac{1}{2} + 4$
2. (a) What do you mean by strategic intent ?
(b) What are the three things that strategic intent conveys ?
(c) What do you mean by internal analysis ?
(d) Briefly discuss the various aspects associated with marketing and distribution factors or finance and accounting factors. $2\frac{1}{2} + 3 + 3 + 4$
3. (a) Briefly discuss the difference between the following :
Strategic Advantage Profile (SAP), Environmental Threat and Opportunity Profile (ETOP).
(b) What do you mean by SWOT analysis ? What are its important benefits ? $7\frac{1}{2} + 5$

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4. (a) Briefly discuss any two types of stability strategy.
(b) Briefly describe Ansoff diversification matrix.
(c) What do you mean by retrenchment strategy ? 4 + 6 + 2½

Module - II

Answer any *two* of the following questions : 12½ × 2 = 25

5. (a) Briefly describe the process of choice of strategy.
(b) Provide an overview of General Electric (GE) Matrix.
(c) State one advantage of portfolio analysis. 4½ + 6 + 2
6. (a) Provide a basic overview of the three generic strategies of Michael Porter.
(b) Discuss the basic difference between the primary and support activities of a value chain. 9 + 3½
7. (a) Describe the interrelationship between strategy formation and strategy implementation.
(b) Describe the various aspects associated with leadership implementation. 4½ + 8
8. Write short notes on the following : 4 + 4½ + 4
- (a) Any two types of structure linked to strategy.
(b) Barriers in the context of strategic control.
(c) Quantitative criteria for strategy evaluation.
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