POST-GRADUATE COURSE

Term End Examination : June, 2017

COMMERCE

Paper-XI : Strategic Management

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.

MODULE – I

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

1. a) Define strategic management and discuss its advantages in modern organisations.

   b) Discuss the different levels of strategy in multi-business organisations. $5 + 7\frac{1}{2}$

2. a) 'Firms are required to remain aware of the changes that are taking place in the vital sectors of their external environment' — In the light of this statement discuss any two important external factors that the firms need to take into account.

   b) 'SWOT analysis is one of the prime and primary steps in strategic management' — Discuss this statement and explain how the SWOT analysis helps executives to generate a number of alternatives. $4 + 8\frac{1}{2}$

3. a) What do you mean by 'growth' strategy ?

   b) Briefly state the difference between the following types of growth strategies —

      (i) Market development and product development

      (ii) Backward integration and forward integration.

   c) Discuss any two factors that lead to corporate decline. $3 + 4\frac{1}{2} + 5$

4. Briefly discuss the following —

   a) Diversification

   b) Combination strategy. $6\frac{1}{4} \times 2$

MODULE – II

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

5. Discuss the General Electric (GE) Matrix in the context of Portfolio analysis. $12\frac{1}{2}$

6. Provide a brief overview of Porter's five forces model of industry analysis. $12\frac{1}{2}$

7. Discuss the issues associated with resource allocation vis-à-vis strategy implementation. $12\frac{1}{2}$

8. Write short notes on any *two* of the following :

   a) Differentiation

   b) Contemporary approach to strategic control

   c) Quantitative criteria for strategy evaluation.

$$6\frac{1}{4} \times 2$$