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14 (COM-4) 4016

2022

COMMERCE

Paper : COM-4016

(Strategic Management)

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Choose the correct option of the following : 1×5=5

- (i) Retrenchment is
- (a) when a company experiences declining profits and makes cutbacks to improve efficiency
 - (b) when a company adopts a new strategic position for a product or service
 - (c) the sale of the complete business, either as a single going concern or piecemeal to different buyers or sometimes by auctioning the assets

Contd.

- (d) implement the marketing function's strategic planning and management decisions
- (ii) Market penetration strategy can be executed by _____ .
- (a) Decreasing Prices
 - (b) Increasing Prices
 - (c) Increasing Margin
 - (d) Producing at mass level
- (iii) The GE 9 cell model is based on _____ .
- (a) Industry attractiveness & business strength
 - (b) Industry growth rate & business strength
 - (c) Industry attractiveness & relative market share
 - (d) Industry growth & relative market share
- (iv) Diversification in to a new business area that has no obvious connection with any of the company's existing areas refer to
- (a) Forward integration
 - (b) Backward integration
 - (c) Concentric diversification
 - (d) Conglomerate diversification

(v) Which of the following explains Strategic Management in the best way?

(a) A process of setting written long-term profit plans for the organization.

(b) A process of measuring performance of the organization.

(c) A process of operational planning.

(d) A process of setting long-term direction for the organization.

2. Answer **any five** : 5×5=25

(i) Write a short note on VRIO Framework.

(ii) In a BCG Matrix when would the Question Mark quadrant and the Cash Cow quadrant be more desirable? Explain.

(iii) What types of quantitative and qualitative criteria should be used to evaluate a company's strategy?

(iv) Why is Balance Scorecard an important topic both in devising objectives and in evaluating strategies?

(v) Explain the relevance of strategic intent.

(vi) What do you understand by structural implementation of a strategy?

(vii) Explain the importance of SWOT analysis in strategic management of an organization.

3. Answer **any five** :

(i) What are the shortcomings of generic business strategies proposed by Porter? To what extent, is hybrid strategy relevant? $6+4=10$

(ii) Discuss Porter's five forces model. How does it help managers to identify the opportunities and threats confronting a company? $4+6=10$

(iii) What is retrenchment strategy? Discuss the conditions under which business restructuring should be undertaken. $3+7=10$

(iv) Describe the role played by strategic control in strategic management process? Discuss the barriers that affect strategic control. $5+5=10$

(v) Costs have a strong implication in having a competitive advantage. Do you agree with this statement? What are the sources of cost advantage? 10

(vi) To what extent is a blue ocean strategy sustainable? What are the risks involved in this strategy? $6+4=10$

(vii) Describe the different bases for resource allocation. Discuss the issues involved in strategy implementation. $5+5=10$