

**2021**

**TWO YEAR M.COM. SEMESTER 4 EXAMINATION**

**(New Syllabus under CBCS)**

**Instructions for Examinees**

*The students are required to strictly adhere to the following instructions:*

1. Use A4 size paper for giving the examination.
2. Write the following on the top of the first page of answer sheet:
  - i) Roll Number: (as per the Admit Card)
  - ii) Registration Number: (as per the Admit Card)
  - iii) Paper Code and Name of the Paper
  - iv) Date of the examination
  - v) Duration of examination (12 noon to 2pm)
3. Put page number on the top right of each page (including the first page).
4. Only one side of the paper should be used for examination.
5. Put your signature with date, at the bottom right of every page used.
6. Before sending your answer scripts, arrange the pages sequentially. Scan them in the order of page number and convert them into a single pdf. file.
7. Pdf. file name should be your **Full Roll Number <underscore> paper code**. While submitting the answer scripts, the subject of the mail will be exactly the same with the file name. [e.g., if the roll no of a student is C95/MCM/123456, for first paper (Paper Code CC401) the file name will be: 123456\_CC401
8. Submit your answer scripts in pdf. format within the stipulated time through designated email id given to you.
9. Preserve your answer scripts in soft as well as hard-copy form of all the papers of your examination.

**2021**

**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*

**Time: 2 Hours**

**Duration of Examination: 12noon to 2pm**

**Module –I**

Answer *any two* questions

1. In the context of Porter's Five Forces Framework, how do 'industry demand' and 'cost conditions' influence the intensity of rivalry among established companies? [5+5]
2. How do 'capability of competitors' and 'industry dynamism' affect the durability of competitive advantage? [5+5]
3. Distinguish between the strategic choices of a differentiator from that of a focused differentiator. [10]
4. Give any five reasons behind high failure rate in innovation. How can the failure rate in innovation be reduced? [5+5]

**Module –II**

Answer *any two* questions

5. (a) Identify five characteristics of a “Level-5” leader as proposed by Jim Collins.  
(b) How does strategic leadership influence the development of an intended strategy? [5+5]
6. (a) Explain why logical incrementalism within a ‘learning organisation’ leads to “planned emergence” in the context of strategy development.  
(b) How does the stage of industry life-cycle influence the relative importance of product innovation and process innovation to a firm seeking competitive advantage? [5+5]
7. What is a “stability strategy” and why is it adopted by a corporate organisation? Discuss the various forms of stability strategies by means of suitable examples. [5+5]
8. Distinguish between strategic formulation and strategic implementation. Examine the relationship among structure, control, culture and corporate-level strategy. [5+5]