

Total number of printed pages-5

63/2 (SEM-4) MCO 403

2024

COMMERCE

Paper : MCO 403

(Strategic Management)

Full Marks : 80

Pass Marks : 32

Time : Three hours

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

1. Choose the correct answer : 1×6=6
 - (1) In Porter's generic strategy, which three strategies are taken into consideration ?
 - (a) Differentiation, Cost Leadership and Focus
 - (b) Diversification, Cost Effective and Focus
 - (c) Differentiation, Cost Effective and Focus
 - (d) Differentiation, Cost Effective and Consumer Satisfaction

Contd.

(III) In which of the following circumstances vertical integration occurs ?

- (a) When a company does not control over its production process
- (b) When a company gains control over the production or distribution process of its products
- (c) When a company takes outsourcing for collection of its raw materials
- (d) When a company gives franchise to other for the distribution of its products

(III) For which of the following purposes a company adopts intensive strategy ?

- (a) To increase its level of production
- (b) To enrich its employee efficiency
- (c) To expand its market reach or product lines
- (d) To introduce new product

(IV) Which of the following articulates the positions that would like to attain in distant future ?

- (a) Mission

(b) Goals

(c) Vision

(d) Business objectives

(V) Porter has identified _____ strategically relevant activities that create value and involve in an organisation in his value chain analysis.

(a) 5

(b) 7

(c) 2

(d) 3

(Fill in the blank)

(VI) Which of the following is not the major element of strategic management process ?

- (a) Formulating strategy
- (b) Assigning director's task
- (c) Evaluating strategy
- (d) Implementing strategy

2. Answer the following questions : 2×5=10

(I) What is vertical integration ?

(II) Define intensive strategy.

(III) State the meaning of corporate level strategy.

(IV) Write two features of a good mission.

(V) What is external factor evaluation metric.

3. Answer **any six** of the following questions :
5×6=30

(I) What are three primary ways of vertical integration ?

(II) What are the advantages of horizontal integration ?

(III) What are different types of intensive strategies ?

(IV) What are the factors influencing portfolio strategy ?

(V) What are the aspects of strategy implementation ?

(VI) State the components of mission in strategic management.

(VII) Distinguish between vision and mission.

(VIII) Discuss value chain analysis.

(IX) Explain the concept of resource based view (RBV).

4. Answer **any two** questions : 10×2=20

(I) Explain Porter's generic strategies.

(II) Describe the advantages and disadvantages of vertical integration strategies.

(III) Discuss the role of vision in strategic formulation.

5. Answer **any one** question : 14

(I) Describe various strategy evaluation techniques.

(II) Discuss the important components of internal factor evaluation (IFE) matrix ?
How can you differentiate its strength and weakness ?