2026

COMMERCE

Course No.: COM402C

M.Com (4th Semester)

(Strategic Management)

Full Marks : 60

Time : 3 hours

The questions are of equal value
The figures in the margin indicate full marks for the questions

*Answer **all** questions*

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1. (a) Examine the concepts of vision, mission, goals, and objectives of an organisation, and explain how they guide strategic decision-making. **(5+3+4 =12)**

(OR)

(b) Describe the concept of risk management in strategic management and evaluate its importance in achieving organisational objectives. **(6+2+4 =12)**

2. (a) Analyse Michael E. Porter's Five Forces Model and explain how it shapes the competitive structure and profitability of an industry. Critically assess its relevance in the contemporary dynamic business environment. **(4+4+4 =12)**

(OR)

(b) Define corporate-level strategies and classify their different types. Analyse how these strategies contribute to an organisation's growth and survival. **(7+5=12)**

3. (a) Evaluate the various methods for pursuing strategies, such as mergers, acquisitions, and strategic alliances, highlighting their advantages and limitations. **(4+4+4=12)**

(OR)

(b) Discuss the concepts of strategic analysis and strategic choice, and explain how organisations select the most appropriate strategy. **(8+4=12)**

4. (a) Explain the concept of strategy implementation and analyse its significance in organisational success. Discuss the major barriers to effective implementation and suggest suitable remedies. **(6+6=12)**

(OR)

(b) Describe the structural aspects of strategy implementation and examine how organisational structure affects the successful execution of strategies. **(6+6 =12)**

5. (a) Discuss the various techniques of strategic evaluation and control, and assess their effectiveness in modern business environments. **(8+4=12)**

(OR)

(b) Explain the concept of strategic control and distinguish it from operational control with relevant examples. **(6+6=12)**

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