



K23P 0515

Reg. No. :

Name :

II Semester M.Com. Degree (C.B.S.S. – Reg./Supple./Imp.)
Examination, April 2023
(2019 Admission Onwards)
COM2C06 – STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four** questions in this Section. **Each** question carries **1** mark for Part (a), **3** marks for Part (b) and **5** marks for Part (c).

1. a) Define the concept of, '*Strategic Management*'.
b) Compare and contrast Strategic and Operational decisions.
c) Evaluate the importance of SWOC Analysis in the context of strategic Management.
2. a) State any two differences between the '*Vision*' and '*Mission*' statements.
b) What must be the essentials for a good business definition ?
c) Discuss briefly the elements of the Strategic Management process.
3. a) What is meant by '*Environmental Scanning*' ?
b) Examine the role of the Board of Directors in strategic management in any organisation.
c) Identify the factors that necessitate the changes in organisational objectives.
4. a) Define '*Competitive Advantage*'.
b) Specify the limitations of the '*Experience Curve*'.
c) Comment on terms :
 - i) Downsizing
 - ii) Benchmarking
 - iii) GAP Analysis.

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5. a) Who are 'Market Challengers' ?
b) What is a 'Strategic Plan' ? Discuss its contents.
c) Distinguish between 'Blue Ocean Strategic' and 'Red Ocean Strategy'.
6. a) List any two distinctions between 'Policies' and 'Procedures'.
b) Bring out the need and importance of Strategic Evaluation.
c) Outline the different factors affecting the strategic choice in an organisation.

(4×9=36)

SECTION – B

Answer the **two** questions in this Section. **Each** question carries **12** marks.

7. a) Describe in detail the techniques in Strategic Control.
OR
b) "The McKinsey 7S Model is a plan for company success that focuses on seven internal factors that must be aligned". Discuss.
8. a) "The BCG Portfolio Matrix is a valuable technique to evaluate strategic alternatives for multi-business organisations". Analyse the categories, benefits and limitations of the BCG Matrix.
OR
b) "Michael Porter identified and analysed five competitive forces shaping every industry and determine their strengths and weaknesses". Elaborate.(2×12=24)

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