



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.



- 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)