



Reg. No. : .....

Name : .....



K23P 0515

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.

P.T.O.

K23P 0515



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)



**K22P 0210**

**Reg. No. :** .....

**Name :** .....

**II Semester M.Com. Degree (CBSS – Reg./Supple./Imp.) Examination,  
April 2022**

**(2018 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) What is a strategy ?  
b) What are the limitations of strategic management ?  
c) Explain the attributes of a sound strategy.
2. a) What is strategic choice ?  
b) What factors influence strategic choice ?  
c) What is SWOT analysis ?
3. a) What is environmental scanning ?  
b) What is ETOP ?  
c) What are the methods of environmental analysis ?
4. a) What is corporate structure ?  
b) What is resource allocation ?  
c) What are the approaches to strategy implementation ?

**P.T.O.**

**K22P 0210**



5. a) What is strategic control ?  
b) What are the motivational problems of strategy formulation ?  
c) What are the four types of strategic control ?
6. a) What are goals ?  
b) Distinguish between currency swap and interest rate swap.  
c) What are the essentials of an effective control strategy ? **(4×9=36)**

**SECTION – B**

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

7. a) What are the different approaches to strategic management ?  
OR  
b) What are the different types of corporate level strategies ?
8. a) What are the possible approaches to strategy formulation ? Explain with merits and demerits.  
OR  
b) State the difference between strategy formulation and strategy implementation. **(2×12=24)**





K21P 0804

Reg. No. : .....

Name : .....

**II Semester M.Com. Degree (CBSS – Reg./Suppl. (Including Mercy Chance)/Imp.)  
Examination, April 2021  
(2014 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) What is strategic implementation ? 1  
b) Enumerate some characteristics of strategic management. 3  
c) Explain the types of strategic control. 5
2. a) What is SWOT analysis ? 1  
b) What are the steps involved in Business Process Reengineering ? 3  
c) What are the features of expansion strategy ? 5
3. a) What is core competence ? 1  
b) What are the merits of vertical integration ? 3  
c) Explain the factors that affect strategic choice. 5
4. a) What is functional strategy ? 1  
b) What are the advantages of mergers ? 3  
c) Explain the nature and barriers to strategic implementation. 5
5. a) What is a vision statement ? 1  
b) Explain the role of organizational system in evaluation. 3  
c) Explain the production strategies and policies. 5
6. a) What is TQM ? 1  
b) What are the steps towards successful restructuring ? 3  
c) Explain the process of strategic evaluation. 5

(4×9=36)

P.T.O.



## SECTION – B

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

7. a) Define strategy. Explain in detail the approaches to strategic decision making.

OR

- b) Explain SWOT analysis. Illustrate with an example. 12

8. a) Define strategic management. Explain the strategic management process.

OR

- b) Briefly explain various forms of corporate strategies. 12

(2×12=24)



**K20P 0367**

**Reg. No. :** .....

**Name :** .....

**II Semester M.Com. Degree (CBSS – Reg./Suppl./Imp.) Examination, April 2020  
(2014 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) What is turnaround strategy ? 1
  - b) Briefly explain the significance of environmental scanning. 3
  - c) Explain the basic steps in benchmarking. 5
2. a) What is GAP analysis ? 1
  - b) What are the essential features of mission statement ? 3
  - c) What are the motives behind strategic alliances ? 5
3. a) What is competitive advantage ? 1
  - b) Explain the basic features of Strategic Management. 3
  - c) What is operational control ? How it differs from strategic control ? 5
4. a) What is SBU ? 1
  - b) Explain the strategic intent hierarchy. 3
  - c) Explain in detail the importance of corporate governance. 5
5. a) What is global environment ? 1
  - b) What are the features of goals ? 3
  - c) Explain BCG matrix. 5

P.T.O.



- 6. a) What is Value Chain Analysis ? 1
  - b) What are the reasons for backward integration ? 3
  - c) Explain the factors influencing strategic choice. 5
- (4×9=36)**

**SECTION – B**

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

- 7. a) Define strategic management. Explain the strategic management process.  

OR
  - b) Who are the strategists involved in the strategic management ? Explain their roles. 12
  - 8. a) What is industry analysis ? Explain Micheal Porter's industry analysis.  

OR
  - b) Briefly explain various functional strategies. 12
- (2×12=24)**





K19P 0315

Reg. No. : .....

Name : .....

II Semester M.Com. Degree (Reg./Suppl./Imp.) Examination, April 2019  
(2014 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) What do you mean by merger ? 1  
b) Discuss the strategic implications of social and ethical issues. 3  
c) Explain Micheal Porter's competitive strategy. 5
2. a) What is resource audit ? 1  
b) Explain the features of environment scanning. 3  
c) Briefly explain the barriers in effective evaluation. 5
3. a) What is mission statement ? 1  
b) Distinguish strategy and tactics. 3  
c) Explain in detail the process of internal analysis. 5
4. a) What is Balanced Score Card ? 1  
b) Differentiate goals and objectives. 3  
c) Explain the approaches to resource allocation. 5
5. a) What is corporate governance ? 1  
b) Why strategy evaluation/ review is needed ? 3  
c) What are the approaches to strategy implementation ? 5

P.T.O.

K19P 0315



6. a) What is ETOP ? 1  
b) What is Value Chain Analysis ? What are its implications ? 3  
c) Explain Marketing strategies and policies in brief. 5  
(4×9=36)

SECTION – B

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

7. a) What is corporate restructuring ? Why is it required ? What are the steps in this regard ?  
OR  
b) What is benchmarking ? What is its significance ? What are the steps involved in it ? 12
8. a) Define Strategic Management. Explain in detail the tools and techniques of Strategic Management.  
OR  
b) What is corporate strategy ? List out the Corporate level strategies. 12  
(2×12=24)



K18P 0197

Reg. No. : .....

Name : .....

**Second Semester M.Com. Degree (Regular/Supplementary/Improvement)**  
**Examination, March 2018**  
**(2014 Admn. 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 Corporate Governance. 1  
b) Explain value chain analysis. 3  
c) Strategic control, financial control and strategic planning are three ways of dividing responsibility between corporate centre and its business units. Discuss these three ways and contrast them. 5
2. a) What do you mean by strategic decisions ? 1  
b) Explain the importance of strategic management. 3  
c) Write a note on ETOP analysis. 5
3. a) Define vision. 1  
b) What are the different types of mergers ? 3  
c) Explain SWOT analysis with an example. 5
4. a) What do you mean by strategic control ? 1  
b) Distinguish between goals and objectives. 3  
c) Explain in detail Micheal Porter's Industry analysis. 5
5. a) What do you mean by balance score card ? 1  
b) What is the relevance of Environmental scanning ? 3  
c) Differentiate strategic control and operational control. 5

P.T.O.



6. a) What do you mean by core competence ? 1  
b) What are the different methods of evaluating strategic alternatives ? 3  
c) Explain briefly the major reasons for adopting different grand strategies. 5  
(4×9=36)

## SECTION – B

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

7. a) The competitive (positioning) and competence (resource based) views are two dominant theoretical perspectives in strategic management. Compare and contrast these two perspectives. Give examples to support your arguments.

OR

- b) Explain the process of strategic management in any organisation. What are the various steps of strategic management process ? Describe the significance of each step. 12

8. a) Strategic implementation is challenging task in business organisations dealing with a problem of organisational structure, systems, style, culture, power and authority. Explain with an appropriate example.

OR

- b) Corporate strategy should takes into account the diverse interests of all the stakeholders of an organisation. Explain. 12

(12×2=24)



K17P 0633

Reg. No. : .....

Name : .....

**Second Semester M.Com. Degree (Reg./Suppl./Imp.)**  
**Examination, March 2017**  
**(2014 Admn. 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) What do you mean by strategic audit ? 1  
b) What is the purpose of corporate governance ? 3  
c) Explain the need and significance of global strategies. 5
2. a) Define strategy. 1  
b) What do you mean by retrenchment strategies ? 3  
c) What are the variables which affect the choice of environmental-factors for environment analysis ? 5
3. a) What is SBU ? 1  
b) What are the basic strategic objectives ? How do they differ from tactical or operational objectives ? 3  
c) Explain BCG matrix. 5
4. a) What is environmental scanning ? 1  
b) What are the characteristics of strategic management process ? 3  
c) Distinguish vertical and horizontal integration. 5

P.T.O.



5. a) What do you mean by PEST analysis ? 1  
b) Explain the hierarchy of strategic intent. 3  
c) What are the types of strategic control ? 5
6. a) What do you mean by Gap analysis ? 1  
b) Explain the concept of business objectives and what are the ingredients of the same ? 3  
c) Explain the techniques involved in strategic evaluation. 5
- (4×9=36)**

### SECTION – B

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

7. a) Micheal Porter's five forces model of industry attractiveness enables any company to outperform their competetors. Illustrate your answer by analysing any industry of your choice.

OR

- b) What are the important aspects that companies must consider before they embark on using diversification as a major growth engine ? 12
8. a) Consider any organisation in an industry of your choice. Prepare a SWOT analysis for that organisation and then suggest on the basis of this analysis what should be its future course of action ?

OR

- b) Briefly describe various functional strategies. 12
- (2×12=24)**

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**K16P 0448**

Reg. No. : .....

Name : .....

**Second Semester M.Com. Degree (Regular/Supplementary/  
Improvement) Examination, March 2016**

**COMMERCE**

**(2014 Admn. Onwards)**

**COM 2C06 : Strategic Management**

Time : 3 Hours

Max. Marks : 60

**SECTION – A**

Answer **any four**. Each carries **1** mark for (a), **3** marks for (b) and **5** marks for (c).

1. a) What is strategy ?  
b) State the limitations of strategic management.  
c) Explain the implications and limitations of strategic management process.
2. a) What is environmental scanning ?  
b) Explain the significance of environmental scanning.  
c) Explain the steps in internal analysis as a strategic process.
3. a) What is ETOP analysis ?  
b) State the importance of SWOT analysis.  
c) Discuss the relevance of industry and competitor analysis to the strategic choice process.
4. a) What is corporate governance ?  
b) What points are to be borne in mind by the strategists while using contingency strategy ?  
c) Explain the problems encountered in resource allocation.
5. a) What is strategic budgeting ?  
b) What are the mechanism for designing organisational structure ?  
c) What is the need for strategy evaluation and control ?
6. a) What is strategic control ?  
b) What are the different types of strategic controls ?  
c) Explain the role of organisational systems in evaluation.

**(4×9=36 Marks)**

P.T.O.



SECTION – B

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

7. a) Describe the factors that influence strategic choice.

OR

b) Strategic management is a continuous process of decision making. Discuss.

8. a) What is '7-S' model ? How it helps in reducing the difficulties in strategy implementation ?

OR

b) What is power in an organisation ? Discuss how people gain power.

(2x12=24 Marks)





M 27379

Reg. No. : .....

Name : .....

**II Semester M.A./M.Sc./M.Com. Degree (Reg./Sup./Imp.)**

**Examination, March 2015**

**COMMERCE (2014 Admn. Onwards)**

**COM2C06 : Strategic Management**

Time : 3 Hours

Max. Marks : 60

**SECTION – A**

Answer **any four**. 1 mark for Part (a), 3 marks for Part (b), 5 marks for Part (c).

1. a) What is business ethics ?  
b) What are the components of commitment to change ?  
c) Explain the role of organizational systems in evaluation.
2. a) What is ETOP ?  
b) What are the barriers to strategic evaluation and control ?  
c) What is 7-S model ? How it helps in reducing the difficulties in strategy implementation ?
3. a) What is life cycle analysis ?  
b) What are the attributes of sound strategy ?  
c) What is SWOT analysis ? How strategist prepares a company profile ?
4. a) What is differential strategy ?  
b) What is strategic management process model ?  
c) Explain what is strategy chosen by gap analysis.
5. a) What is strategic choice ?  
b) Describe the essential features of objectives.  
c) Explain the importance of corporate governance.

P.T.O.



- 6. a) What is strategy implementation ?
- b) What parts are making environmental scanning ?
- c) Explain the possible types of integration mechanisms. **(4×9=36)**

**SECTION – B**

7. "In spite of better techniques of resource allocation, it has its own problems." Discuss.

OR

Explain any four components of general environment with Indian examples.

8. What is social responsibility ? Bring home arguments 'for' and 'against' social responsibility.

OR

What are the problems that a strategic manager faces in preparation of the corporate strategy of the organization ? **(2×12=24)**



M 25149

Reg. No. : .....

Name : .....

**II Semester M.A./M.Sc./M.Com. Degree (Reg./Sup./Imp.)**  
**Examination, March 2014**  
**COMMERCE**  
**Paper – V : Strategic Management**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **All** questions carry **equal** marks.

1. Explain the different approaches to strategic management.
2. Explain the various techniques of environment search.
3. What is a merger ? What are its features ? Explain types of it.
4. Explain the reasons for environmental scanning.
5. State the importance of SWOT analysis in modern management.
6. Describe TQM. What are its objectives ?
7. What is Strategic Management Process Model ? Draw a model of strategic management process. (5×8=40)

**SECTION – B**

Answer **any two** questions. **All** questions carry **equal** marks.

8. Describe important points to attain greater success in strategic alliances. State some strategic options for Indian companies.
  9. Describe the features and nature of General environment.
  10. Explain the difficulties that a strategic managers faces in preparation of the corporate strategy of the organisation.
  11. Why do organisations go for acquisition ? Why acquisitions fail ? How to make acquisitions successful ? (2×20=40)
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