

(8 pages)

Reg. No. :

Code No. : 5662

Sub. Code : WKCE 31

M.Com. (CBCS) DEGREE EXAMINATION,
NOVEMBER 2024.

Third Semester

Commerce — Core

Elective – STRATEGIC MANAGEMENT

(For those who joined in July 2023 onwards)

Time : Three hours

Maximum : 75 marks

PART A — (15 × 1 = 15 marks)

Answer ALL questions.

Choose the correct answer :

1. The primary goal of strategic management is _____
- (a) To maximize profits
 - (b) To achieve organizational objectives
 - (c) To increase market share
 - (d) To reduce costs

2. Which phase of strategic management involves evaluating an organization's internal and external environment?
- (a) Strategy formulation
 - (b) Strategy implementation
 - (c) Strategy evaluation
 - (d) Situational analysis
3. The purpose of a mission statement in strategic management is _____
- (a) To define the organization's goals
 - (b) To identify the organization's strengths and weaknesses
 - (c) To provide direction and purpose
 - (d) To evaluate organizational performance
4. According to agency theory, _____ is the primary role of the board of directors.
- (a) To monitor and control top management
 - (b) To provide strategic guidance to top management
 - (c) To represent shareholder interests
 - (d) To ensure regulatory compliance



5. What is the primary objective of strategic planning?
- (a) To achieve organizational goals
 - (b) To maximize shareholder value
 - (c) To gain competitive advantage
 - (d) To respond to environmental changes
6. _____ is used to evaluate business units based on industry attractiveness and competitive strength.
- (a) BCG matrix (b) GE matrix
 - (c) ADL matrix (d) TOWS matrix
7. What is the primary objective of a best-cost provider strategy?
- (a) To achieve lowest cost
 - (b) To achieve differentiation
 - (c) To achieve both low cost and differentiation
 - (d) To achieve focus
8. _____ of the following is a business-level strategy.
- (a) Corporate strategy
 - (b) Competitive strategy
 - (c) Functional strategy
 - (d) Operational strategy

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9. The purpose of an operations strategy is _____
- (a) To achieve efficiency
 - (b) To achieve effectiveness
 - (c) To achieve both efficiency and effectiveness
 - (d) To achieve innovation
10. _____ of the following is a trait of strategic leadership.
- (a) Focus on short-term goals
 - (b) Emphasis on operational efficiency
 - (c) Ability to inspire and motivate
 - (d) Focus on individual achievement
11. Which of the following is a characteristic of a functional organization structure?
- (a) Division of labor (b) Unity of command
 - (c) Flexibility (d) Decentralization
12. The primary role of strategic leadership is _____
- (a) To develop strategy
 - (b) To implement strategy
 - (c) To evaluate strategy
 - (d) To communicate strategy

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13. _____ of the following is a step in the strategy implementation process.

- (a) Formulation of strategy
- (b) Evaluation of strategy
- (c) Allocation of resources
- (d) Monitoring of progress

14. Strategy audit means _____

- (a) An evaluation of a company's strategy
- (b) An evaluation of a company's operations
- (c) An evaluation of a company's finances
- (d) An evaluation of a company's management

15. Benchmarking means _____

- (a) The process of comparing a company's performance to that of others
- (b) The process of comparing a company's products to those of others
- (c) The process of comparing a company's services to those of others
- (d) The process of comparing a company's processes to those of others

PART B — (5 × 4 = 20 marks)

Answer ALL questions, choosing either (a) or (b).
Each answer should not exceed 250 words.

16. (a) Recall the nature of strategic management.

Or

(b) List out the challenges of strategic management.

17. (a) Narrate the role of board of directors and top management in corporate governance.

Or

(b) State the contents of mission statement.

18. (a) Define business-level strategies and state how they relate to competitive advantage.

Or

(b) Compare and contrast business-level and functional-level strategies.

19. (a) State the relationship between organization structure and strategic management.

Or

(b) Identify how strategic leaders balance the needs of different stakeholders.



20. (a) Outline the need of strategic control.

Or

- (b) What are the benefits of strategy audit?

PART C — (5 × 8 = 40 marks)

Answer ALL questions, choosing either (a) or (b)

Each answer should not exceed 600 words.

21. (a) Enumerate the significance of strategic management.

Or

- (b) Outline the different phases of strategic management.

22. (a) Summarize the strength, weakness, opportunity and Threat (SWOT) analysis.

Or

- (b) Categorize the different types of corporate level strategies.

23. (a) Elucidate Michael Porter's generic strategies.

Or

- (b) Summarize the human resource strategy and its contribution to organizational success.

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24. (a) Explain the concept of strategic business unit (SBU) and state its importance.

Or

- (b) Assess the impact of strategic leadership on organizational performance and effectiveness.

25. (a) Evaluate the various steps involved in strategy implementation.

Or

- (b) Interpret the six sigma methodology and its application in strategy implementation.

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