

Reg. No

Name

24P2047

M. COM DEGREE END SEMESTER EXAMINATION - MARCH 2024

SEMESTER 2 - COMMERCE

COURSE : 21P2COMT09 - STRATEGIC MANAGEMENT

(For Regular 2023 Admission and Improvement/Supplementary 2022/2021 Admissions)

Duration : Three Hours

Max. Weights: 30

PART A

Answer any 8 questions

Weight: 1

1. Define Environmental Scanning? (An, CO 3)
2. What is meant by strategy audit? (An, CO 5)
3. What do you understand by spotlight matrix? (U, CO 2)
4. What do you understand by consortia? (U, CO 4)
5. What is focus strategy? (U, CO 3)
6. What are the soft elements of 7S Model? (U, CO 4)
7. What is winner's curse in merger and acquisition? (An, CO 4)
8. What do you mean by contraction defense? (U, CO 2)
9. What is meant by crecive approach? (An, CO 5)
10. Expand RDT and state its meaning. (U, CO 3)

(1 x 8 = 8)

PART B

Answer any 6 questions

Weights: 2

11. Explain the advantages of competitive analysis. (E, CO 4)
12. What is meant by portfolio strategy? Briefly explain the steps of portfolio strategy planning. (U, CO 3)
13. Explain the benefits of organizational goals. (U, CO 1)
14. Explain the framework of BCG analysis. (An, CO 2)
15. Briefly explain the Principles of defensive strategy. (An, CO 3)
16. Briefly discuss on the Five Competitive forces. (An, CO 4)
17. Distinguish between strategy formulation and strategy implementation. (An, CO 5)
18. Briefly discuss on the models and tools of control used in the process of strategy evaluation and control. (An, CO 3)

(2 x 6 = 12)

PART C

Answer any 2 questions

Weights: 5

19. What is meant by acquisition? What are the reasons for acquisition? Differentiate between Merger and acquisition. (E, CO 4)
20. Discuss the various models of environmental analysis. (U, CO 2)
21. The process of strategic management enables an enterprise to build strategies to respond quickly to new challenges. Discuss. (U, CO 1)
22. Elucidate strategic alternatives and discuss the major types of strategies followed by organisations under different circumstances. (U, CO 3)

(5 x 2 = 10)

OBE: Questions to Course Outcome Mapping

CO	Course Outcome Description	CL	Questions	Total Wt.
CO 1	To familiarize students with strategic decision making in organisations	U	13, 21	7
CO 2	Analyse operations of an organisation in a strategic perspective	An	3, 8, 14, 20	9
CO 3	Formulization of strategies in various organizational business situations	E	1, 5, 10, 12, 15, 18, 22	14
CO 4	To enhance students' knowledge in the areas of organizational strategies viz take overs, consortium, networking and acquisitions	U	4, 6, 7, 11, 16, 19	12
CO 5	To learn the implementation criterion as well as to identify the performance gap through analysis and to negate the same	U	2, 9, 17	4

Cognitive Level (CL): Cr - CREATE; E - EVALUATE; An - ANALYZE; A - APPLY; U - UNDERSTAND; R - REMEMBER;