



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

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| 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               |
|  | <b>(4×9=36)</b> |

### 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)**