



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

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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)