

KAMARAJ COLLEGE (Autonomous)

Accredited with A+ Grade by NAAC

(Affiliated to Manonmaniam Sundaranar University, Tirunelveli)

(4 Pages)

Reg. No:.....

Question Code:26E00714

Course Code: 24PECO31

PG Degree - End Semester Examinations, April 2026

Third Semester

M.Com.

Strategic Management

(For those who joined in July 2024 onwards)

Time: 3Hours

Maximum: 75 Marks

PART - A (10 × 1 = 10 Marks)

Answer ALL Questions

Choose the correct answer:

- CO:1 1. A possible and desirable future state of an organization is called
K:1 (a) Mission (b) Vision
(c) Strategy (d) Strategy formulation
implementation
- CO:1 2. The strategic management process is
K:2 (a) A set of activities that are guaranteed to prevent
organisational failure
(b) A process that is concerned with a firm's resources,
capabilities, and competencies, but not the conditions in its
external environment
(c) A set of activities that has not been used successfully in the
not-for-profit sector
(d) A dynamic process involving the full set of commitments,
decisions, and actions related to the firm
- CO:2 3. Cash cows in the BCG matrix symbolize
K:1 (a) Invest (b) Stable
(c) Remain diversified (d) Liquidate
- CO:2 4. In SWOT analysis, OT reflects _____ factors.
K:2 (a) Internal (b) External
(c) International (d) Necessary

- CO:3 5. A company that aims to be the lowest-cost producer in its industry
K:1 is using which strategy.
- (a) Cost Leadership (b) Differentiation
(c) Focus (d) Best-Cost Provider
- CO:3 6. According to Porter, what is usually the most powerful of the five
K:1 competitive forces?
- (a) Potential entry of new competitors (b) Potential development of substitute products
(c) Bargaining power of buyers and suppliers (d) Rivalry among existing firms
- CO:4 7. Entrepreneurial intensity is the position of a firm on a
K:2 continuum ranging from:
- (a) Small to large (b) Domestic to international
(c) Highly conservative to highly entrepreneurial (d) Public to private
- CO:4 8. In strategic leadership, what is the emphasis on besides day-to-
K:1 day operations?
- (a) Laissez-faire approach (b) Micro-management
(c) Tactical decisions (d) Visionary thinking
- CO:5 9. Business process reengineering is also known as
K:2
- (a) Business process change management. (b) Business redevelopment
(c) Business design (d) Business improvement
- CO:5 10. Benchmarking is most used to measure
K:1
- (a) Capacity (b) Length
(c) Performance (d) Height

PART - B (5 X 5 = 25 Marks)

Answer ALL Questions choosing either (a) or (b).

Answer should not exceed 250 words.

- CO:1 11. (a) Analyse the nature and characteristics of Strategic
K:3 Management.

(OR)

(b) Identify the Strategic Levels in Organizations.

- CO:2 12. (a) Classify the Characteristics of Corporate-Level Strategy.
K:3

(OR)

(b) Explain the difference between TOWS Matrix and SWOT Analysis.

CO:3 13. (a) Enumerate the important features of a functional level strategy.
K:4

(OR)

(b) Analyze the Best Cost Strategy, highlighting its advantages and disadvantages.

CO:4 14. (a) Classify the characteristics Strategic Business Unit.
K:4

(OR)

(b) Analyze the role of Strategic Leadership across different organizational levels.

CO:5 15. (a) Explain the purpose in strategy implementation?
K:4

(OR)

(b) Differentiate between Strategic Control and Operational Control.

PART – C (5 X 8 = 40 Marks)

Answer ALL Questions choosing either (a) or (b).

Answer should not exceed 600 words.

CO:1 16. (a) Explain the benefits and limitations of strategic management.
K:6

(OR)

(b) Elaborate the phases of strategic management.

CO:2 17. (a) Describe the role of the Board of Directors and top management in corporate governance.
K:5

(OR)

(b) Evaluate the Effectiveness of Retrenchment Strategy and its various types.

CO:3 18. (a) Describe Michael Porter's Generic Competitive Strategies.
K:5

(OR)

(b) Explain the types of Functional Level Strategies.

CO:4 19. (a) Discuss Chandler's Strategy-Structure Relationship.
K:6

(OR)

(b) Explain the contributions to successful strategy execution in an organisation.

CO:5 20. (a) Discuss the role of strategic control and strategy audit in ensuring effective execution.
K:3

(OR)

(b) Define Six Sigma and explain its steps in strategic management.