

D 140622**(Pages : 2)****Name.....****Reg. No.....****SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2026****(CBCSS)****Master of Commerce****MCM 2C0 7—ADVANCED STRATEGIC MANAGEMENT****(2019 Admission onwards)****Time : Three Hours****Maximum : 30 Weightage***Answers should be written in English only.***Part A***Answer any **four** questions.**Each question carries 2 weightage.*

1. Define strategic management.
2. What do you mean by Value Chain Analysis ?
3. Describe Business Process Reengineering.
4. Write the significance of vision and mission statement.
5. What is turnaround strategy ?
6. What is strategic leadership ?
7. What is conglomerate diversification?

(4 × 2 = 8 weightage)**Part B***Answer any **four** questions.**Each question carries 3 weightage.*

8. Discuss the strategic management process.
9. What is strategic evaluation ? Describe the elements of strategic evaluation.

Turn over

10. What is ETOP? Discuss the steps involved in the preparation of ETOP.
11. Discuss about BCG Matrix.
12. What is TQM ? What are the elements of implementing TQM ?
13. Write the advantages of SBUs.
14. What are Strategic Alliances ? Describe its types.

(4 × 3 = 12 weightage)

Part C

Answer any two questions.

Each question carries 5 weightage.

15. What is corporate level strategy ? Describe the various types of corporate level strategy.
16. Elucidate the meaning and significance of environmental scanning.
17. Explain the different forms of corporate restructuring.
18. "Liberalisation has greatly impacted the portfolio strategy of Indian companies". In the light of this statement discuss the factors influencing portfolio strategy in Indian scenario.

(2 × 5 = 10 weightage)

D 122447

(Pages : 2)

Name.....

Reg. No.....

**SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2025**

(CBCSS)

M.Com.

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

Time : Three Hours

Maximum : 30 Weightage

*Answers should be written in English only.***Part A***Answer any **four** questions.**Each question carries 2 weightage.*

1. State the meaning of the term strategy.
2. What do you mean benchmarking ?
3. What do you mean by Critical Success Factor ?
4. Differentiate vision and mission ?
5. What is six sigma ?
6. What is retrenchment strategy ?
7. Describe Strategic Intent.

(4 × 2 = 8 weightage)

Part B*Answer any **four** questions.**Each question carries 3 weightage.*

8. Discuss the approaches to strategic decision making.
9. Examine the ethical consideration in strategic planning.
10. Discuss reasons for failure of Joint Ventures.

Turn over

11. Discuss Michael Porter's five forces model.
12. Elucidate the challenges to strategic management.
13. Explain the characteristics of a good vision statement.
14. Discuss organisational redesign.

(4 × 3 = 12 weightage)

Part C

*Answer any two questions.
Each question carries 5 weightage.*

15. Briefly discuss the different types of strategies.
16. Discuss the various types of strategic control.
17. Explain the various approaches to implementation of strategy.
18. What is resource allocation ? Discuss the means of resource allocation.

(2 × 5 = 10 weightage)

D 102104

(Pages : 2)

Name.....

Reg. No.....

**SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2024**

(CBCSS)

Master of Commerce

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

Time : Three Hours

Maximum : 30 Weightage

*Answers should be written in English only.***Section A***Answer any **four** questions.**Each question carries 2 weightage.*

1. What is strategic decision making ?
2. What is core competence ?
3. What is contingency strategy ?
4. What is Integration ?
5. What is a SBU ?
6. When is liquidation justified ?
7. Describe the concept of competitive advantage ?

(4 × 2 = 8 weightage)

Section B*Answer any **four** questions.**Each question carries 3 weightage.*

8. What are the key differences between goals and objectives ?
9. Discuss value chain analysis.
10. What is SWOC ? Discuss how SWOC can help a company in strategic management.
11. Distinguish between strategic evaluation and control.

Turn over

12. What is competitor analysis ? Discuss its importance.
13. Discuss the key elements of behavioural implementation ?
14. Discuss the process and techniques of strategy evaluation and control ?

(4 × 3 = 12 weightage)

Section C

Answer any two questions.

Each question carries 5 weightage.

15. Discuss the strategic management process.
16. Discuss Michael E Porter's contributions to strategic management.
17. What is functional strategy ? Discuss some functional strategies that are important in today's competitive business world. Justify your choices.
18. What is cooperative strategy ? Discuss various types of co-operative strategies.

(2 × 5 = 10 weightage)

C 42722

(Pages : 2)

Name.....

Reg. No.....

SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2023

(CBCSS)

M.Com.

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

Time : Three Hours

Maximum : 30 Weightage

Part A

*Answer any four questions.
Each question carries 2 weightage.*

1. What is organisational appraisal ?
2. What is Vision ?
3. What is ETOP analysis ?
4. What is Divestment ?
5. What is functional implementation ?
6. What is KPI ?
7. What are some factors to be considered in strategic choice ?

(4 × 2 = 8 weightage)

Part B

*Answer any four questions.
Each question carries 3 weightage.*

8. Discuss the elements of micro environment of a firm.
9. What are the techniques used in forecasting environmental factors ?
10. Discuss Porter's Generic strategy.
11. Discuss Mintzberg's five Ps strategy ?
12. Discuss four types merger with examples.

Turn over

13. Explain balanced scorecard.
14. Discuss DuPont control model.

(4 × 3 = 12 weightage)

Part C

*Answer any **two** questions.
Each question carries 5 weightage.*

15. Discuss the emerging trends in strategic management
16. What is environmental analysis ? Discuss the macro environment, with the implications of each environmental factor.
17. What is expansion strategy ? Discuss different types of expansion strategies.
18. What is strategy implementation ? Discuss different types of strategy implementation.

(2 × 5 = 10 weightage)

C 24565

(Pages : 2 + 4 = 6)

Name.....

Reg. No.....

**SECOND SEMESTER M.Com. DEGREE (CBCSS—SDE/PRIVATE)
EXAMINATION, APRIL 2022**

M.Com.

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

Time : Three Hours

Maximum : 30 Weightage

Section A

*Answer any **four** questions.
Each question carries 2 weightage.*

1. What is strategic intent ?
2. What is benchmarking ?
3. What is competitive advantage ?
4. What is turnaround strategy ?
5. What is organisational redesign ?
6. What is behavioural implementation ?
7. What is DuPont Control model ?

(4 × 2 = 8 weightage)

Section B

*Answer any **four** questions.
Each question carries 3 weightage.*

8. Discuss main approaches to strategic decision making.
9. Distinguish between differentiation and diversification.
10. Discuss Porter's Five Forces analysis.
11. Discuss McKinsey's 7-S framework.
12. Distinguish between strategic alliance and joint venture.

Turn over

13. What is micro environment? Discuss its implications.
14. Discuss balanced scorecard.

(4 × 3 = 12 weightage)

Section C

*Answer any **two** questions.
Each question carries 5 weightage.*

15. Discuss portfolio models.
16. What are different types of strategy implementation ?
17. What is corporate level strategy? Discuss various corporate level strategies.
18. What is strategic management? Discuss the process of strategic management.

(2 × 5 = 10 weightage)

C 23292

(Pages : 2)

Name.....

Reg. No.....

**SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2022**

April 2021 Session for SDE/Private Students

(CBCSS)

Master of Commerce

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

Time : Three Hours

Maximum : 30 Weightage

General Instructions

Covid Instructions are not applicable for Pvt/SDE students

1. *In cases where choices are provided, students can attend **all** questions in each section.*
2. *The minimum number of questions to be attended from the Section / Part shall remain the same.*
3. *The instruction if any, to attend a minimum number of questions from each sub section / sub part / sub division may be ignored.*
4. *There will be an overall ceiling for each Section / Part that is equivalent to the maximum weightage of the Section / Part.*

Part A

*Answer any **four** questions.
Each question carries 2 weightage.*

1. Define Strategy.
2. What do you mean by SBU ?
3. Differentiate competitive advantage and core competency.
4. What is Environmental Scanning ?
5. What is Strategic Alliance ?
6. State the meaning of Strategic Control.
7. What is Balanced Score Card ?

(4 × 2 = 8 weightage)

Turn over

Part B

*Answer any four questions.
Each question carries 3 weightage.*

8. Discuss the characteristics of strategic management.
9. Write the importance of mission statement.
10. Briefly explain the steps in strategic formulation.
11. What are the major reasons for a company to adopt diversification strategies ?
12. Write the different forms of retrenchment strategies.
13. Explore how competitive analysis can be done using Porter's five forces model.
14. Briefly discuss SWOT analysis.

(4 × 3 = 12 weightage)

Part C

*Answer any two questions.
Each question carries 5 weightage.*

15. Explain in detail the components of External Business Environment.
16. Discuss corporate portfolio analysis.
17. "Resource allocation is a powerful tool to communicate the strategies of the organisation". Justify.
18. Discuss the tools used for of strategic evaluation and control.

(2 × 5 = 10 weightage)

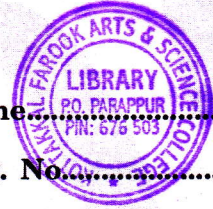
C 4694

(Pages : 2)

Name.....

Reg. No.....

8954



**SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2021**

(CBCSS)

M.Com.

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admissions)

Time : Three Hours

Maximum : 30 Weightage

General Instructions

1. In cases where choices are provided, students can attend **all** questions in each section.
2. The minimum number of questions to be attended from the Section / Part shall remain the same.
3. There will be an overall ceiling for each Section / Part that is equivalent to the maximum weightage of the Section / Part.

Section A

Answer any **four** questions.

Each question carries 2 weightage.

1. What is SWOC analysis ?
2. Write a note on strategic planning.
3. What is defensive mode of strategic choice ?
4. Describe strategic analysis.
5. Write a short note on portfolio models.
6. Define competitive strategy.
7. What is Dupont control model ?

(4 × 2 = 8 weightage)

Section B

Answer any **four** questions.

Each question carries 3 weightage.

8. Discuss the process of strategy formulation.
9. What is strategic decision-making and discuss the approaches to strategic decision-making ?

Turn over



8954

2

C 4694

10. Describe Michael Porter Competitive strategy.
11. Enumerate some characteristics of strategic management.
12. What can executives do to properly implement strategic plan ?
13. What is Portfolio strategic management and write the major process of portfolio strategic management ?
14. How do companies benefit from forming international joint ventures and strategic alliances ?

(4 × 3 = 12 weightage)

Section C

Answer any two questions.

Each question carries 5 weightage.

15. Define strategic evaluation and control. Discuss the techniques the techniques of strategy evaluation and control in details.
16. Describe various issues related to behaviour affect the strategy implementation strategy.
17. What is environmental scanning and what are the different techniques of environmental scanning ?
18. Explain the process involved in strategic choice and major subjective issues of strategic choice.

(2 × 5 = 10 weightage)

C 83008

(Pages : 2)

Name.....

Reg. No.....

SECOND SEMESTER M.A./M.Sc./M.Com. DEGREE EXAMINATION, JUNE 2020

(CBCSS)

M.Com.

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admissions)

Time : Three Hours

Maximum : 30 Weightage

Section A

*Answer any four questions.
Each question carries 2 weightage.*

1. Differentiate vision and mission.
2. What is SWOC analysis ?
3. Explain strategic formulation.
4. Describe the term strategic management.
5. What do you mean by sustained competitive advantage ?
6. What are the essentials of a good strategy ?
7. What is defensive mode of strategic choice ?

(4 × 2 = 8 weightage)

Section B

*Answer any four questions.
Each question carries 3 weightage.*

8. Explain the emerging trends in strategic management.
9. How does a strategic plan get implemented ?
10. Define strategic choices and explain the process of developing strategic choices.
11. Discuss the 5 P's of Mintzberg regarding strategy.
12. What is corporate level strategy ? How corporate level of strategy is different from business level strategy ?
13. What are the strategies to be followed by the business for maintaining long term relationship with their customers ?
14. Point out the benefits and limitations of strategic evaluation and control.

(4 × 3 = 12 weightage)

Turn over

Section C

Answer any two questions.

Each question carries 5 weightage.

15. Discuss the various factors affecting the aspects of strategic analysis.
16. Define strategy management. Explain in details the process to strategic management.
17. Discuss various barriers challenging the strategy formulators while implementing strategy and the ways through which these barriers can be overcome for the successful implementation of the strategy.
18. What do you meant by strategy implementation and discuss the various approaches to the implementation of strategy ?

(2 × 5 = 10 weightage)