

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)

D 102104-A

(Pages : 5)

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MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

[Improvement Candidates need not appear for MCQ Part]

(Multiple Choice Questions for SDE Candidates)

Time : 20 Minutes**Total No. of Questions : 20****Maximum : 5 Weightage****INSTRUCTIONS TO THE CANDIDATE**

1. This Question Paper carries Multiple Choice Questions from 1 to 20.
2. The candidate should check that the question paper supplied to him/her contains all the 20 questions in serial order.
3. Each question is provided with choices (A), (B), (C) and (D) having one correct answer. Choose the correct answer and enter it in the main answer-book.
4. The MCQ question paper will be supplied after the completion of the descriptive examination.

MCM 2C 07—ADVANCED STRATEGIC MANAGEMENT

(Multiple Choice Questions for SDE Candidates)

1. The word “strategy” is derived from the Greek word “_____”.
 - (A) Strategos.
 - (B) Stratum.
 - (C) Strategy.
 - (D) All of these.
2. _____ can also be defined as “a general direction set for the company and its various components to achieve a desired state in the future.”
 - (A) Goal.
 - (B) Objectives.
 - (C) Mission.
 - (D) Strategy.
3. Which of the following is not a characteristic of strategic Management ?
 - (A) Strategic issues require top-management decisions.
 - (B) Strategic issues involve the allocation of large amounts of company resources.
 - (C) Strategic issues are future oriented.
 - (D) None of these.
4. The fundamental purpose for an existence of any organization is described by its :
 - (A) Policies.
 - (B) Mission.
 - (C) Procedures.
 - (D) Strategy.
5. The goal of the organization’s _____ is to capture the hearts-and minds of employees, challenge them, and evoke their emotions and dreams.
 - (A) Vision.
 - (B) Mission.
 - (C) Culture.
 - (D) Strategy.
6. The environmental segments that comprise the general environment typically will NOT include:
 - (A) Demographic factors.
 - (B) Sociocultural factors.
 - (C) Substitute products or services.
 - (D) Technological factors.

7. Product differentiation refers to the :
- (A) Ability of the buyers of a product to negotiate a lower price.
 - (B) Response of incumbent firms to new entrants.
 - (C) Belief by customers that a product is unique.
 - (D) Fact that as more of a product is produced the cheaper it becomes per unit.
8. The _____ comprises economic and social conditions, political priorities and technological developments, all of which must be anticipated, monitored, assessed and incorporated into the executive's decision making.
- (A) Internal environment.
 - (B) Task environment.
 - (C) Operating environment.
 - (D) Societal environment.
9. Strategy-formulation concepts and tools :
- (A) Do not differ greatly for different size and type of organizations.
 - (B) Differ greatly for different size and type of organizations.
 - (C) Do not differ greatly for profit or non-profit organizations but differ in small and large organizations.
 - (D) None of the mentioned options.
10. Which of the following resources is used by all organizations to achieve desired objectives ?
- (A) Financial resources.
 - (B) Physical resources.
 - (C) Human resources.
 - (D) All of the mentioned options.
11. Which of the following are signs of weakness in a company's competitive position ?
- (A) A return-on-equity is below 25 % and earnings per share of less than Rs. 2.00.
 - (B) A price set by the firm higher than its rivals.
 - (C) A declining market share, poor product quality and few sales in market.
 - (D) Lower revenues and profit margin and narrow product line than the market leader.

Turn over

12. "Identifying and evaluating key social, political, economic, technological and / competitive trends and events". Which of the followings best describes this statement ?
- (A) Developing an effective mission statement.
 - (B) Conducting an internal audit.
 - (C) Performing an external audit.
 - (D) Formulating strategy.
13. Strategy evaluation at the _____ level involves using specific performance measures- qualitative and quantitative-for each functional area.
- (A) Organizational.
 - (B) Operational.
 - (C) Functional.
 - (D) Production.
14. The reasons for acquisition are :
- (A) Increased market power.
 - (B) Increased diversification.
 - (C) Increased speed to market.
 - (D) All of the above.
15. ETOP stands for _____.
- (A) Environmental threat and opportunity project.
 - (B) Environmental threat and opportunity profile.
 - (C) Environmental treaty and opportunity profile.
 - (D) Environmental threat and optimum profile.
16. It is designed to monitor a broad range of events inside and outside the company that are likely to threaten a firm's strategy :
- (A) Strategic surveillance.
 - (B) Strategic planning.
 - (C) Both (A) and (B).
 - (D) None of the above.
17. In contrast to the industrial organization model, in a resource-based model, which of the following factors would be considered a key to organizational success ?
- (A) Unique market niche
 - (B) Weak competition.
 - (C) Economies of scale.
 - (D) Loyal employees.

18. The resource-based model of the firm argues that :
- (A) All resources have the potential to be the basis of sustained competitive advantage.
 - (B) Resources are not a source of potential competitive advantage.
 - (C) The key to competitive success is the structure of the industry in which the firm competes.
 - (D) Resources that are valuable, rare, costly to imitate, and non-substitutable form the basis of a firm's core competencies.
19. Strategic mission :
- (A) Is a statement of a firm's unique purpose and scope of operations.
 - (B) Is an internally-focused affirmation of the organization's societal and ethical goals.
 - (C) Does not limit the firm by specifying the industry in which the firm intends to compete.
 - (D) Is developed by a firm before the firm develops its strategic intent.
20. The economic environment refers to :
- (A) The nature and direction of the economy in which a firm competes or may compete.
 - (B) The economic outlook of the world provided by the World Bank.
 - (C) An analysis of how the environmental movement and world economy interact.
 - (D) An analysis of how new environmental regulations will affect our economy.