17P252 (Pages: 2) Name………………….……….

Reg. No……………………..

SECOND SEMESTER M.Com. DEGREE EXAMINATION, MAY 2018

(Regular/Supplementary/Improvement)

(CUCSS - PG)

CC15P MC2 C10 - STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

(2015 Admission onwards)

Time: Three Hours Maximum: 36 Weightage

Part A

Answer ***all*** questions. Each question carries 1 weightage.

1. Define Business Strategy.
2. What is Environment analysis?
3. What is Market penetration?
4. What is SBU?
5. What is Strategic surveillance?
6. What do you mean by Corporate governance?

(6 x 1 = 6 Weightage)

Part B

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

7. Explain the components of strategic management.
8. Write a short note on the importance of SWOT Analysis in a business organization.
9. What are the types of intensive strategies?
10. Explain BCG Model of portfolio analysis.
11. Explain the concept of mergers and acquisitions with suitable examples.
12. Differentiate strategy formulation and strategy implementation.
13. "Balanced score card is a simple performance measurement frame work to a full strategic planning and management system" Discuss.
14. Explain the role of ethics in business.

(6 x 3 = 18 Weightage)

Part C

Answer any ***two*** questions. Each question carries 6 weightage.

15. Discuss Michael Porter's Generic strategies.
16. Explain the major initiatives of government for Corporate governance in India.

17. Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the ange of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of co-operation from a competitor who is similarly placed in respect of product range. The offer implied the following:

   (i) Transfer of the manufacturing line from the competitor to Meters Limited;

   (ii) Manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and

   (iii) Marketing by the competitor.

   The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments in shrinking. The chief executive is studying the offer.

   1. What is divestment strategy? Do you see it being practised in the given case? Explain.
   2. What is stability strategy? Should meters Ltd adopt it?
   3. What is expansion strategy? What are the implications for Meters Limited in case it is adopted?
   4. What are your suggestions to the Chief Executive?

(2 x 6 = 12 Weightage)

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