23U678 (Pages: 2) Name: ……………………….

Reg. No……………………

SIXTH SEMESTER B.Com. PROFESSIONAL DEGREE EXAMINATION, APRIL 2026

(CUCBCSS-UG)

(Regular/Supplementary/Improvement)

CC17UBCP6B25 - STRATEGIC MANAGEMENT

(B.Com. Professional - Core Course)

(2017 Admission onwards)

Time: Three Hours Maximum: 80 Marks

PART I

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

1. Which environment factor deals primarily with population size, literacy and age?
   a) Demographic b) Political c) National d) Legal
2. Corporate strategy is mainly concerned with;
   a) Day-to-day operations b) Long-term direction
   c) Departmental budgeting d) Employee supervision
3. A strategy focusing on increasing market share in existing markets is;
   a) Diversification b) Market development
   c) Market penetration d) Retrenchment
4. Strategic alliances are primarily formed to:
   a) Reduce employee strength b) Enhance competitive capabilities
   c) Avoid legal compliance d) Eliminate suppliers
5. Which matrix classifies business units based on market growth and market share?
   a) BCG b) ANSOFF c) GE d) SPACE
6. The statement that defines the long-term purpose of an organization is called ______
7. ______ strategy involves selling new products in new markets.
8. Dividing the organization into independent units for strategic control is called ______
9. ______ benchmarking compares performance with industry leaders.
10. ______ control focuses on monitoring assumptions made during planning.

(10 × 1 = 10 Marks)

PART II

Answer any ***eight*** questions. Each question carries 2 marks.

11. Define business policy.
12. What is meant by competitive environment?
13. Distinguish between vision and mission.

14. Write a note on joint ventures.
15. What is defensive strategy?
16. Explain the concept of portfolio analysis.
17. What is logistics strategy?
18. State the importance of R&D for an organization.
19. What do you mean by strategic business unit (SBU)?
20. Briefly explain Six Sigma.

(8 × 2 = 16 Marks)

PART III

Answer any ***six*** questions. Each question carries 4 marks.

21. Explain the significance of environmental scanning in strategy formulation.
22. Discuss the stages in strategic planning process.
23. Describe the TOWS Matrix and its strategic implications.
24. Explain mergers and acquisition strategies.
25. Analyse the role of financial strategy in business growth.
26. Explain production strategy and its competitive relevance.
27. Discuss the behavioural challenges in strategy implementation.
28. Explain the concept of Business Process Re-engineering.

(6 × 4 = 24 Marks)

PART IV

Answer any ***two*** questions. Each question carries 15 marks.

29. Critically evaluate the components of general business environment and analyze how they influence organizational strategy.
30. Discuss the tools and techniques used in strategic analysis. How do they aid managerial decision-making?
31. Explain the structural and functional aspects of strategy implementation. Illustrate with suitable examples.

(2 × 15 = 30 Marks)

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