

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 140622–A

(Pages : 4)

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**SECOND SEMESTER M.Com. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, APRIL 2026**

(CBCSS)

Master of Commerce

MCM 2C0 7—ADVANCED STRATEGIC MANAGEMENT

(2019 Admission onwards)

(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 2C0 7—ADVANCED STRATEGIC MANAGEMENT

(Multiple Choice Questions for SDE Candidates)

1. _____ 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.
2. 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.
3. The fundamental purpose for the existence of any organization is described by its :
 - (A) Policies.
 - (B) Mission.
 - (C) Procedures.
 - (D) Strategy.
4. Which of the following defines what business or businesses the firm is in or should be in.
 - (A) Business strategy.
 - (B) Corporate strategy.
 - (C) Functional strategy.
 - (D) National strategy.
5. _____ strategy defines the day to day actions need to deliver the corporate and business strategies.
 - (A) Core strategy.
 - (B) Operational Strategy.
 - (C) Corporate strategy.
 - (D) Functional strategy.
6. The task of strategy choice involves :
 - (A) Developing plans and activities which will improve the organisation’s performance and competitive position.
 - (B) Determining how the organisation can be more market and efficiency oriented.
 - (C) Monitoring whether the organisation is achieving good financial performance.
 - (D) Keeping the organisation free of debt.

7. The corporate level is where top management directs :
- (A) All employees for orientation.
 - (B) Its efforts to stabilize recruitment needs.
 - (C) Overall strategy for the entire organization.
 - (D) Overall sales projections.
8. Which of the following is/are not an element/s of strategic management Process ?
- (A) Scanning.
 - (B) Formulation.
 - (C) Implementation.
 - (D) None of these.
9. What is meant by the term 'Stakeholder' ?
- (A) A person who is not related with a business.
 - (B) A person who is related with a business.
 - (C) A person who owns a business.
 - (D) A person who purchases the shares of a business.
10. All of the following are forces that create high rivalry within an industry EXCEPT :
- (A) Numerous or equally balanced competitors.
 - (B) High fixed costs.
 - (C) Fast industry growth.
 - (D) High storage costs.
11. An external analysis enables a firm to determine what the firm :
- (A) can do.
 - (B) should do.
 - (C) will do.
 - (D) might do.
12. Firms with few competitive resources are more likely.
- (A) To not respond to competitive actions.
 - (B) Respond quickly to competitive actions.
 - (C) Delay responding to competitive actions.
 - (D) Respond to strategic actions, but not to tactical actions.
13. Which individuals are most responsible for the success and failure of an organization ?
- (A) Strategists.
 - (B) Financial planners.
 - (C) Personnel directors.
 - (D) Stakeholders.

Turn over

14. According to Greenley, strategic management offers all of these benefits except that :
- (A) It provides an objective view of management problems.
 - (B) It creates a framework for internal communication among personnel.
 - (C) It encourages a favourable attitude toward change.
 - (D) It maximizes the effects of adverse conditions and changes.
15. Which of the following is not a stage of strategy formulation techniques ?
- (A) Formulation Framework.
 - (B) Matching stage.
 - (C) External factor evaluation.
 - (D) Decision stage .
16. Which of these basic questions should a vision statement answer ?
- (A) What is our business ?
 - (B) Who are our employees ?
 - (C) Why do we exist ?
 - (D) What do we want to become ?
17. Strategic-management audit is known as :
- (A) Environmental scanning.
 - (B) Strategy formulation.
 - (C) Strategy control.
 - (D) Strategy evaluation.
18. It directs at developing new products before competitors do at improving product quality or at improving manufacturing processes to reduce costs.
- (A) Marketing.
 - (B) Opportunity analysis.
 - (C) Research and development.
 - (D) Management.
19. _____ is described as the process which examines all the components, internal or external, that has an influence on the performance of the organization.
- (A) Environmental analysis.
 - (B) Competitor analysis.
 - (C) Macro analysis.
 - (D) Any of the above.
20. Horizontal integration is concerned with :
- (A) Production.
 - (B) Quality.
 - (C) Product planning.
 - (D) All of the above.