

(FOR THE CANDIDATES ADMITTED

SUBJECT CODE **24 PCO 2E1**

DURING THE ACADEMIC YEAR 2024-25 ONLY)

REG.NO.

**N.G.M.COLLEGE (AUTONOMOUS) : POLLACHI**  
**END-OF-SEMESTER EXAMINATIONS : MAY – 2025**

**M.Com.**

**MAXIMUM MARKS: 75**

**II SEMESTER**

**TIME : 3 HOURS**

**STRATEGIC MANAGEMENT**

**SECTION – A**

**(10 X 1 = 10 MARKS)**

**ANSWER THE FOLLOWING QUESTIONS.**

**(K1)**

**MULTIPLE CHOICE QUESTIONS.**

1. What is the primary difference between business's goals and objectives?
  - a) Goals are broader, while objectives are specific and measurable.
  - b) Goals are time-bound, while objectives are long-term.
  - c) Goals focus on profitability, while objectives focus on vision.
  - d) Goals are strategies, while objectives are tactics.
2. Which matrix is used to assess a company's portfolio by analyzing market growth rate and relative market share?
  - a) Porter's Five Forces Model
  - b) GE9 Cell Model
  - c) BCG Matrix
  - d) ETOP
3. Which tool is used to evaluate a company's performance across financial, customer, internal process, and learning perspectives?
  - a) Strategic Information System (SIS)
  - b) Balanced Scorecard
  - c) Portfolio Analysis
  - d) SWOT Analysis
4. What term refers to the use of digital strategies to improve traditional business operations?
  - a) E-Commerce Strategies
  - b) New Business Models
  - c) Internet Strategies
  - d) Virtual Value Chain
5. Which type of strategic alliance involves two or more companies sharing ownership and control over a new enterprise?
  - a) Joint Venture
  - b) Licensing Agreement
  - c) Merger
  - d) Franchising

**ANSWER THE FOLLOWING IN ONE (OR) TWO SENTENCES**

**(K2)**

6. Define strategic management.
7. Differentiate between internal and external environment analysis.
8. Illustrate the use of the Balanced Scorecard in strategy evaluation.
9. Explain the concept of e-commerce business models.
10. Contrast joint ventures and strategic alliances.

**(CONTD .... 2)**

**SECTION – B****(5 X 5 = 25 MARKS)****ANSWER EITHER (a) OR (b) IN EACH OF THE FOLLOWING QUESTIONS.****(K3)**

11. a) Compare the importance of objectives with goals in business strategy.  
(OR)  
b) List the key features of strategic management and explain their function.
12. a) Assess how internal environment factors influence organizational performance.  
(OR)  
b) Find the threats and opportunities in an industry using the ETOP framework.
13. a) Examine the barriers to strategy implementation in organizations.  
(OR)  
b) Describe the symptoms of a malfunctioning strategy in an organization.
14. a) List the advantages of virtual value chains in e-commerce strategies.  
(OR)  
b) Compare the effectiveness of traditional business models with internet-based models.
15. a) Assess the limitations of global strategies used by MNCs.  
(OR)  
b) Compare the strategies of MNCs and TNCs in managing global markets.

**SECTION – C****(5 X 8 = 40 MARKS)****ANSWER EITHER (a) OR (b) IN EACH OF THE FOLLOWING QUESTIONS.****(K4 (Or) K5)**

16. a) Analyze the role of a vision statement in aligning business strategy with organizational objectives.  
(OR)  
b) Formulate a strategic plan for a small business aiming to expand into a competitive market.
17. a) Criticize the applicability of the BCG Matrix for portfolio analysis in a highly competitive industry.  
(OR)  
b) Appraise the role of the GE9 Cell Model in strategic decision-making for portfolio analysis.
18. a) Inspect the role of the Balanced Scorecard in evaluating strategy execution within a multinational corporation.  
(OR)  
b) Defend the need for deliberate and emergent strategies in responding to changing business environments.
19. a) Survey the strategic issues faced by small and medium enterprises when adopting new technologies.  
(OR)  
b) Judge the impact of virtual value chains on improving operational efficiency and customer satisfaction in e-commerce.
20. a) Classify the different types of strategic alliances and analyze their advantages and disadvantages.  
(OR)  
b) Summarise the benefits and limitations of global strategies employed by MNCs in diverse cultural markets.