



B.Com. (Semester – V) (Old Course) Examination, October 2015
Major – III: BUSINESS MANAGEMENT
Strategic Management

Duration : 2 Hours

Total Marks : 80

Instructions : 1) *All questions are compulsory, however internal choice is available.*

2) *Answer sub-questions in Question I and Question II in not more than 100 words each.*

3) *Answer Question III to Question VI in not more than 400 words each.*

4) *Figures to the right indicate maximum marks.*

I. Write short notes on **any four** of the following : (4×4=16)

- a) Strategy.
- b) Importance of environmental scanning.
- c) Socio-cultural environment.
- d) Low market growth-high market share in BCG matrix.
- e) Process of strategic management.
- f) “Dogs” in BCG matrix.

II. Write short notes on **any four** of the following : (4×4=16)

- a) Growth strategy.
- b) Conglomerate diversification.
- c) Cultural approach.
- d) Related diversification.
- e) Strategy formulation.
- f) Strategy implementation.



III. A) Explain McKenzie's 7-S Framework with an appropriate diagram. 12

OR

B) What is environment scanning? Explain the micro factors influencing the environment of a business. 12

IV. A) Distinguish between mergers and acquisitions. 12

OR

B) Explain stability, retrenchment and combination strategy used by organizations with appropriate examples. 12

V. A) Explain SWOT analysis as a technique for evaluating organizational and environmental factors. 12

OR

B) Explain Michael Porter's model of analysing the competitive environment with an appropriate diagram. 12

VI. A) List the various approaches to strategy implementation. Explain the Commander, Collaborative and Crescive approach to strategy implementation. 12

OR

B) How do strategic and operational management differ from each other? 12
