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Shree Damodar College of Commerce & Economics, Margao-Goa
Post-Graduate Dept. of Commerce
M.Com Part-II, Semester III, Semester End Examination, January 2021
COO322: Strategic Management (OA-18A)

Duration: 2 hours

Max. Marks: 40

- Instructions:** 1) This paper consists of seven questions carrying equal marks.
2) Question No.1 consists of five compulsory questions of 2 marks each.
3) Answer any three questions from question 2,3,4,5, 6 and 7.
4) Each question carries 10 marks. Figures to the right indicate marks.

Q.1) Write short notes on:

(5x2 =10)

- a) Gap analysis in strategic management
- b) Barriers to strategy evaluation
- c) Mc Kinsey's 7S framework
- d) Balanced Scorecard approach to objectives setting
- e) Levels of strategy formulation

Q.2) (A) Describe the process of Strategic Management. Draw a neat chart showing comprehensively the different elements in the strategic management process.

6

(B) 'In an environment marked by rapid change and uncertainty, firms must adapt by finding new sources of competitive advantage and new ways to organize their assets'. Do you agree? Why or Why not?

4

Q.3) What do you mean by strategy implementation? Mention in brief the major themes involved in the process of strategy implementation.

10

Q.4)(A) Highlight the strategic implications of BCG Matrix model with the help of an illustration.

5

(B) Enumerate the major issues associated with Strategy Formulation and Strategy Implementation giving relevant examples.

5

Q.5) 'Scanning of external environment plays a vital role in formulation of strategy'. With reference to this statement discuss Porter's Five Forces framework and explain how it helps managers to analyze competitive environment of an industry.

10

- Q.6) (A) Critically evaluate the role of management information systems in strategic evaluation and control. 5
- (B) 'Effective implementation of strategy needs a clear and appropriate approach to the implementation'. Elucidate this statement by listing out various approaches to strategy implementation. 5
- Q.7) (A) Develop arguments for and against the following statement: 'The best corporate level strategy for large Indian companies is to remain moderately diversified and simultaneously attempt to concentrate on their core competencies'. 4
- (B) What do you mean by strategic control? Discuss the various techniques of strategy evaluation and control. 6