

SIXTH SEMESTER UG DEGREE EXAMINATION, APRIL 2025**B.COM HONOURS****GBCH6E03T: STRATEGIC MANAGEMENT****Time: 3 Hours****Maximum Marks: 80****Part A: Answer *all* the following questions. Each carries *one* mark.****Choose the Correct Answer.**

1. The level of strategy that defines the competitive position of a business unit is called:
a) Corporate strategy. c) Functional strategy.
b) Business strategy. d) Operational strategy.
2. Which strategy in the TOWS matrix involves using strengths to exploit opportunities?
a) Maxi-Maxi Strategy. c) Mini-Maxi Strategy.
b) Maxi-Mini Strategy. d) Mini-Mini Strategy.
3. What is the main objective of functional strategies?
a) To compete with other businesses.
b) To make strategies feasible at the functional level.
c) To improve employee relations.
d) To reduce marketing expenses.
4. Which of the following best defines services marketing?
a) Selling only tangible goods.
b) Marketing focused on banking and retail.
c) Applying concepts to intangible activities or benefits.
d) Promoting non-profit organizations.
5. In a Matrix organization structure, employees report to:
a) Only one boss. c) Two bosses.
b) No boss. d) Multiple clients.

Fill in the Blanks.

6. A company's _____ environment includes factors like direct competitors, market trends, and customer preferences.
7. Marketing strategy helps in fixing the right _____ for goods and services.
8. Divisional organization structures are based on _____ of products or services.
9. Behavioural challenges in strategic management include inadequate _____ among stakeholders.

(PTO)

10. One of the principles of TQM is _____-based decision making.

(10 x 1 = 10 marks)

Part B: Answer any *eight* questions. Each carries *two* marks.

11. Explain the role of values in the social environment.
12. List two characteristics of an SBU.
13. Differentiate between internal and external benchmarking.
14. Name any two tools used in industry analysis.
15. Mention any two benefits of joint ventures.
16. What are the two main sources of capital in financial strategy?
17. The success of business and industry depends upon the government's attitude towards the business and industry. What environment is mentioned here?
18. Why is budgeting important in marketing strategy?
19. Define Business policy.
20. Why is performance measurement important in BPR?

(8 x 2 = 16 marks)

Part C: Answer any *six* questions. Each carries *four* marks.

21. Discuss the features of a project team organization structure.
22. How do social trends create business opportunities? Provide examples.
23. Elaborate on the significance of projected financial statements.
24. Compare and contrast business strategy and business policy.
25. Discuss the strategic role of an HR manager in training and development.
26. Briefly explain different Marketing techniques used.
27. Elucidate the different levels of strategy.
28. Explain the qualities of strategic leader in an organization.

(6 x 4 = 24 marks)

Part D: Answer any *two* questions. Each carries *fifteen* marks.

29. Design a strategic plan for a small business using TOWS analysis to address weaknesses and threats effectively.
30. Analyse the qualities of a strategic leader and the behavioural challenges faced during strategic leadership.
31. Elaborate on the process and principles of Total Quality Management (TQM) with examples.

(2 x 15 = 30 marks)