



IV Semester M.Com. (FA) Degree Examination, June/July 2018  
(CBCS)

Paper – 4.1 : STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 70

**Instruction :** Answer all Sections.

SECTION – A

Answer **any seven** questions. **Each** question carries **two** marks : (7×2=14)

1. a) What is synergy ?
- b) Differentiate strategic planning from tactical planning.
- c) What are growth ratios ?
- d) List out the key types of strategic posture.
- e) What is contingency planning ?
- f) What is distinctive competence ?
- g) What is market differentiation ?
- h) What is best cost provider strategy ?
- i) What is a strategic group ?
- j) What is demerger ?

SECTION – B

Answer **any four** questions. **Each** question carries **five** marks : (5×4=20)

2. Briefly explain the key factors which determine strategic choice.
3. Differentiate conglomerate diversification from concentric diversification.
4. Distinguish industry analysis from internal analysis.



5. Briefly explain major strategic evaluation techniques.
6. Explain structural factors that are critical for strategy implementation.
7. Elucidate key factors of competitive advantage in fragmented industries.

SECTION – C

Answer **any three** questions. **Each** question carries **twelve** marks : **(12×3=36)**

8. Why do companies opt for diversification in unrelated fields ? Discuss.
9. Discuss the criticality of 'core competence' as a prelude to strategic planning process.
10. Explain the relevance of Business strength-industry attractiveness matrix for competing in turbulent and high velocity markets.
11. Discuss the key types and dimensions of strategic controls suitable for Indian Companies.
12. 'Walmart' is acquiring 'Flipcart', an online e-commerce portal for \$15 billion, to compete with Amazon. Com. Discuss merits and demerits of this acquisition strategy from investors perspectives.