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Name.....

Reg. No.....

SECOND SEMESTER M.Com. DEGREE EXAMINATION, JUNE 2018

(CUCSS-PG)

Commerce

MC 2C 10—STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

(2015 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A (Very Short Answer Questions)

Answer all questions.

Each question carries 1 weightage.

1. Define the term Strategy.
2. What is meant by Environmental Scanning ?
3. Write a meaning of BCG matrix.
4. What is meant by strategic control ?
5. Define the term 'Ethics'.
6. What do you understand by corporate governance ?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. Why do organizations need strategies ?
8. How do you implement strategic control ?
9. How do you evaluate the strategic alternatives using the BCG criteria ?
10. What are Joint Ventures ? Explain the circumstances under which the Joint Ventures are appropriate.
11. Discuss the actions you take to implement strategic control successfully.
12. What is SWOT analysis ? How do you use SWOT analysis in crafting strategies ?
13. State the importance of Business Ethics.
14. What are the essential elements of corporate governance ?

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any **two** questions.

Each question carries 6 weightage.

15. Discuss the framework for evaluating strategic alternatives.
16. Elaborate the functions and importance of corporate strategy.
17. Case Study :

You are a group of managers and software engineers at a small start-up. You have developed a revolutionary new operating system for personal computers that offers distinct advantages over microsoft is windows operating system : it takes up less memory space on the hard drive of a personal computer, it takes full advantage of the power of the personal computer's microprocessor and it theory can run software applications much faster than windows ; it is much easier to install and use than windows ; and it responds to voice instructions with an accuracy of 99.9 % in addition to input from a keyboard (or) mouse. The operating system is the only product offering that your company has produced. Complete the following exercises :

- (a) Analyse the competitive structure of the market for personal computer operating systems on the basis of this analysis, identify what factors might inhibit adoption of your operating system by customers.
- (b) Can you think of a strategy that your company might pursue, either alone or in conjunction with other enterprises, to "beat Microsoft" ? What will it take to execute that strategy successfully ?

(2 × 6 = 12 weightage)