

STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086
(For candidates admitted during the academic year 2020-2021 and thereafter)

B.COM. DEGREE EXAMINATION – APRIL 2024
HONOURS
FOURTH SEMESTER

COURSE : MAJOR – CORE
PAPER : STRATEGIC MANAGEMENT CONCEPTS
COURSE CODE : 20BH/MC/SC44
TIME : 3 HOURS **MAX. MARKS: 100**

SECTION – A

Answer all the questions: **(10 x 2 = 20)**

1. What are the three commonly used methods of performing industry analysis?
2. Write a short note on strategic planning.
3. What is strategic control?
4. State the need for implementation control.
5. List any four primary activities in porters value chain.
6. Name the two types of leaders.
7. List any four reasons for corporate restructuring.
8. What is globalisation of markets?
9. Write a short note on organizational values.
10. Expand the term “SMART.”

SECTION – B

Answer any five questions: **(5 x 8 = 40)**

11. Describe competitive analysis with regard to crafting the strategy.
12. Discuss the benefits of SWOT analysis.
13. Explain corporate restructuring in detail.
14. Elucidate the significance of organisational values to a company.
15. Describe “Planning for reallocation/Contingencies”.
16. Explain “Premise control” under the types of strategic control.
17. Elucidate the purpose of strategic surveillances.

SECTION – C

Answer any one question: **(1 x 20 = 20)**

18. Discuss the 6Ms in relation to various resource constraints.
19. (a) Explain in detail the five types of industry situations based on the nature of industry.
(12 marks)
(b) What are diversification strategies and what are the various types of diversification?
(8 marks)

20. (a) Explain in detail Mintzberg's organizational configurations. **(12 Marks)**
(b) What are the important strategy options for a company in the international market? **(8 marks)**

21. Case Study (Compulsory) (1 x 20 = 20)

XYZ Company is a leading manufacturer of consumer electronics and appliances. This case study aims to conduct a comprehensive SWOT analysis to assess the company's current strategic position and provide insights for future decision-making.
SWOT Analysis:

Strengths:

- **Established Brand Presence:** XYZ Company has a strong brand presence with a reputation for high-quality products and excellent customer service.
- **Diversified Product Portfolio:** The company offers a wide range of products, including smartphones, home appliances, and audio devices, catering to diverse consumer needs.
- **Technological Innovation:** XYZ Company invests heavily in research and development, leading to innovative product offerings and technological advancements.
- **Strong Distribution Network:** The company has an extensive distribution network, including retail stores, online platforms, and partnerships with third-party retailers, ensuring widespread availability of its products.

Weaknesses:

- **High Dependence on Suppliers:** XYZ Company relies heavily on a few key suppliers for critical components, making it vulnerable to supply chain disruptions and price fluctuations.
- **Limited Global Presence:** Despite its domestic success, the company has limited international presence, restricting its market reach and growth opportunities.
- **Cost Structure:** High production costs and overhead expenses impact the company's profitability and competitive pricing strategies.
- **Brand Perception:** In certain markets, XYZ Company faces challenges in brand perception due to issues related to product quality and after-sales support.

Opportunities:

- **Emerging Markets:** Expanding into emerging markets presents significant growth opportunities for XYZ Company, tapping into increasing consumer demand for consumer electronics and appliances.
- **Strategic Partnerships:** Forming strategic partnerships with other companies or tech giants could enhance XYZ Company's technological capabilities and market reach.

- **Product Diversification:** Introducing new product lines or expanding existing ones into adjacent markets could help XYZ Company mitigate risks and capitalize on emerging trends.
- **E-commerce Growth:** Leveraging the growing trend of e-commerce, XYZ Company can enhance its online presence and reach a wider customer base.

Threats:

- **Intense Competition:** XYZ Company faces intense competition from both established players and new entrants in the consumer electronics industry, leading to price wars and margin pressures.
- **Economic Volatility:** Economic downturns and fluctuations in consumer spending can adversely affect XYZ Company's sales and profitability.
- **Rapid Technological Changes:** Rapid advancements in technology may render XYZ Company's products obsolete or less competitive if not adequately addressed through continuous innovation.
- **Regulatory Compliance:** Compliance with evolving regulatory requirements, particularly in areas such as data privacy and environmental standards, poses challenges and increases operational costs for XYZ Company.

Required:

- a) Identify two strengths of XYZ Company's current strategic position and explain how they contribute to its competitive advantage. **(4 marks)**
- b) Discuss one weakness highlighted in the SWOT analysis and propose a strategic initiative that XYZ Company could undertake to address this weakness. **(4 marks)**
- c) Evaluate two opportunities for growth identified in the SWOT analysis and prioritize them based on their potential impact on XYZ Company's long-term success. **(4 marks)**
- d) Analyse one external threat faced by XYZ Company and propose a risk mitigation strategy to minimize its impact on the company's operations. **(4 marks)**
- e) Reflecting on the SWOT analysis, provide recommendations for XYZ Company's management team on how they can leverage strengths, capitalize on opportunities, and address weaknesses and threats to achieve sustainable growth. **(4 marks)**
