

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

**B.COM. DEGREE EXAMINATION - NOVEMBER 2024**  
**HONOURS**  
**FIFTH SEMESTER**

**COURSE : MAJOR – CORE**  
**PAPER : STRATEGIC MANAGEMENT DYNAMICS**  
**SUBJECT CODE : 20BH/MC/SD54**  
**TIME : 3 HOURS** **MAX. MARKS: 100**

**SECTION – A**

**ANSWER ALL QUESTIONS: (10 x 2 = 20)**

1. Define strategic management and briefly explain its nature.
2. State the weakness of Traditional Costing techniques.
3. Outline the key elements of the Johnson, Scholes, and Whittington model for strategic management.
4. What is strategic drift?
5. Write a short note on the concept of competitive advantage with an example.
6. Mention the price-based strategies.
7. Define suitability and feasibility in the context of strategic choice.
8. Write a note on the Ansoff Matrix and its application in business growth strategies.
9. What are the benefits of using Big Data in strategy development?
10. What is the value chain of e-business?

**SECTION – B**

**ANSWER ANY FIVE QUESTIONS: (5 x 8 = 40)**

11. Discuss the PESTEL framework and its relevance in environmental analysis. Provide an example for each element of PESTEL.
12. Explain Porter's Five Forces framework and its impact on industry competitiveness. Illustrate your answer with examples.
13. Discuss how an organization can sustain its competitive advantage using its internal resources and competencies.
14. What role does organizational knowledge play in enhancing strategic capability? Provide examples.
15. Explain the Boston Consulting Group (BCG) matrix and its use in strategic decision-making.
16. Outline the change management process and describe the common challenges faced during implementation.
17. Explain how mobile and cloud technology can be leveraged to develop strategic alternatives. Include both benefits and challenges.

**SECTION – C****ANSWER ANY ONE QUESTIONS:****(1 x 20 = 20)**

18. Evaluate the significance of sustaining competitive advantage in a dynamic business environment. How can an organization protect its strategic position amidst changing market conditions?
19. Discuss in detail the Boston Consulting Group and Public sector matrix portfolio models.
20. Describe the strategies a company can implement to sustain and enhance competitive advantage.

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

XYZ Ltd., a mid-sized manufacturing firm, has been facing challenges in maintaining its market share due to increased competition. The management team has decided to implement a strategic change using Porter's Value Chain and SWOT analysis to identify key areas for improvement. Based on the information given:

- a. Conduct a SWOT analysis for XYZ Ltd.
- b. Develop strategic recommendations using Porter's Value Chain to enhance its competitive position.

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