

**STELLA MARIS COLLEGE (AUTONOMOUS), CHENNAI 600086**  
(For candidates admitted during the academic year 2023-2024 and thereafter)

**B.COM END SEMESTER EXAMINATION APRIL 2026**  
**HONOURS**  
**FOURTH SEMESTER**

**COURSE : MAJOR CORE**  
**PAPER : STRATEGIC MANAGEMENT CONCEPTS**  
**SUBJECT CODE : 23BH/MC/SC44**  
**TIME : 3 HOURS**

**MAX. MARKS: 100**

<b>SECTION A</b>				
<b>Q. No.</b>	<b>Answer all the questions:</b>	<b>(5 x 2 = 10)</b>	<b>CO</b>	<b>KL</b>
1.	Define Strategy.		CO1	K1
2.	What do you mean by strategic planning and who undertakes it?		CO1	K1
3.	Briefly explain organisational values.		CO1	K1
4.	Mention the main aim of strategic surveillance.		CO1	K1
5.	Write a short note on Balance Scorecard.		CO1	K1
<b>SECTION B</b>				
<b>Q. No.</b>	<b>Answer any four of the following questions:</b>	<b>(4 x 5 = 20)</b>	<b>CO</b>	<b>KL</b>
6.	What are the four key elements to a 'Mission Statement'?		CO2	K2
7.	Give five differences between Vision and Mission.		CO2	K2
8.	Explain Corporate Restructuring.		CO2	K2
9.	Describe "Planning for reallocation/contingencies".		CO2	K2
10.	Explain Premise control.		CO2	K2
11.	Distinguish between internal and external factors in SWOT analysis.		CO2	K2
<b>SECTION C</b>				
<b>Q. No.</b>	<b>Answer all the questions:</b>	<b>(4 x 10 = 40)</b>	<b>CO</b>	<b>KL</b>
12.	a) How do you set a good objective? Give an example for each of your points. <b>(OR)</b> b) Explain the Six M's (Mnemonic resources)		CO3	K3
13.	a) Describe the Primary activities in Porter's value chain and give an example for each of the primary activities. <b>(OR)</b> b) Elaborate on Porter's five forces.		CO3	K3
14.	a) Discuss the five types of industry situations. <b>(OR)</b> b) Explain the concept of diversification strategy.		CO3	K4
15.	a) Analyse Mintzberg's organisational configuration. <b>(OR)</b> b) Explain the terms strategy and structure. Differentiate between strategy from structure.		CO3	K4
<b>SECTION D</b>				
<b>Q. No.</b>	<b>Answer any one of the following questions:</b>	<b>(1 x 15 = 15)</b>	<b>CO</b>	<b>KL</b>
16.	Evaluate the relevance of Globalisation in companies. Explain its advantages and disadvantages.		CO4	K5
17.	Critically analyse the steps involved in feedback model.		CO4	K5

<b>SECTION E</b>				
<b>Q. No.</b>	<b>Compulsary case study :</b>	<b>(1 x 15 = 15)</b>	<b>CO</b>	<b>KL</b>
18.	<p>Netflix is one of the world's largest online streaming platforms, founded by Reed Hastings and Marc Randolph in 1997. Initially, the company started as a DVD rental service but later transformed into a global streaming service producing original movies and TV shows.</p> <p>Today, Netflix operates in more than 190 countries and competes with major streaming platforms such as Disney +, Amazon Prime Video, and HBO Max. Netflix has invested heavily in original content such as the TV show Stranger Things and the TV show Money Heist to attract subscribers worldwide.</p> <p>However, rising competition, increasing production costs, and changing viewer behavior have created new strategic challenges.</p> <p>a) How can Netflix use its strengths to overcome the threats posted by Disney+ and Amazon Prime video? Suggest two strategies that Netflix can implement to improve its competitive position.</p> <p>b) Explain how advanced SWOT analysis helps managers make better strategic decisions.</p>		CO5	K6

\*\*\*\*\*