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SBCAF303

III Semester B.Com. (F&A) (A&F) Degree Examination,
December/January - 2025/26
(SEP Scheme Freshers and Repeaters)
COMMERCE
Strategic Management

Time : 3 Hours

Maximum Marks : 80

Instructions :

Answers to be written in English only.

SECTION - A

Answer any Five sub-questions. Each sub-question carries 2 marks. (5×2=10)

1. a) Define Business Strategy.
b) What is Strategic Choice?
c) Mention any two tools of portfolio analysis.
d) Define Core Competence.
e) Give the meaning of Retrenchment Strategy?
f) State the significance of Strategic Alignment?
g) Define Corporate Governance in the context of strategy.

SECTION - B

Answer any three questions. (3×6=18)

2. Strategic management starts, with understanding an organization's purpose. Explain the concepts of mission and objectives and their importance in strategic planning.
3. Environmental analysis forms the foundation for informed strategy formulation. Discuss the internal and external factors that influence strategic decisions.
4. Implementing a strategy requires coordination across all functional areas. Describe the challenges organizations face in strategy implementation and how they can be overcome.
5. In a competitive business landscape, understanding industry structure is key to crafting an effective strategy. Explain Porter's Five Forces Model and discuss how it helps organizations analyse industry competitiveness.
6. In the age of digital transformation, innovation drives competitiveness. Discuss how data-driven decision-making contributes to strategic innovation.

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**SECTION - C****Answer any three of the following questions.****(3×14=42)**

7. Explain the concept and structure of the Boston Consulting Group (BCG) Matrix. Discuss how each quadrant guides managerial decision-making for investment, growth, and divestment.
8. Sustained growth requires a strong understanding of market competition. Explain Porter's Generic Strategies and how firms use them to achieve differentiation or cost advantage.
9. Portfolio analysis helps firms balance risk and return across business units. Explain the McKinsey 9-Box Matrix and its importance in strategic planning and resource allocation.
10. Ethics play a key role in strategic management decisions. Evaluate how ethical practices influence long-term organizational sustainability.
11. Dynamic markets demand rapid adaptation. Discuss the process of strategic renewal and how organizations can reposition themselves amid disruption.

SECTION - D**Answer any one of the following sub questions.****(1×10=10)****Read the following case and answer the questions below :****Case :**

Stellar Foods Pvt. Ltd. was established in 2002 as a family-run snack company in Coimbatore, primarily producing traditional South Indian savoury snacks. Over the years, the company expanded across southern India, gaining a loyal customer base due to its authenticity and taste. However, as global snack brands and local start-ups began offering innovative, health-oriented alternatives, Stellar Foods experienced a steady decline in sales.

To regain its market position, the management decided to diversify into health-based snacks using millet, quinoa, and baked products under a new sub-brand called StellarFit. This new line required revamping the company's production setup, adopting modern packaging, and developing new marketing campaigns targeting urban youth and fitness-conscious consumers.

Despite enthusiasm around the new initiative, Stellar faced internal challenges ____ long serving employees were resistant to change, the sales team was unsure about how to market the new products, and supplier capabilities for raw materials were limited. Financially, the company struggled to allocate sufficient funds for advertising and R&D without affecting its core product lines.

The management now faces a dilemma : whether to go all-in with StellarFit and reposition the brand, or adopt a gradual strategy by retaining both traditional and modern product lines.



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12. A) Answer the following questions with refer to the above case.
- Identify and analyze the internal and external strategic challenges faced by Stellar Foods.
 - Using Ansoff's Matrix, suggest possible strategic options for Stellar Food's growth.

(OR)

- B) Answer the following questions referring to the above case.
- How can the company realign its organizational culture and structure to support innovation?
 - Recommend suitable tools to monitor and evaluate performance in the new segment.
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