

**PSG COLLEGE OF ARTS & SCIENCE
(AUTONOMOUS)**

**BCom DEGREE EXAMINATION MAY 2025
(Fourth Semester)**

Branch – COMMERCE (COST & MANAGEMENT ACCOUNTING)

FUNDAMENTALS OF STRATEGIC MANAGEMENT

Time: Three Hours

Maximum: 75 Marks

SECTION-A (10 Marks)

Answer ALL questions

ALL questions carry EQUAL marks

(10 × 1 = 10)

Module No.	Question No.	Question	K Level	CO
1	1	Which of the following is the primary focus of strategic management? a) Daily operational tasks b) Long-term organizational goals c) Budgeting d) Employee training	K1	CO1
	2	The Balanced Scorecard includes which of the following perspectives? a) Financial, Social, Legal, Technological b) Financial, Customer, Internal Processes, Learning & Growth c) Economic, Social, Political, Environmental d) Economic, Technological, Internal Growth, Legal	K2	CO1
2	3	In PESTEL analysis, which factor examines technological advancements? a) Political b) Social c) Technological d) Legal	K1	CO2
	4	The BCG Matrix classifies business units based on: a) Market size and competitive intensity b) Market growth rate and relative market share c) Profitability and revenue growth d) Industry attractiveness and resource allocation	K2	CO2
3	5	What does Business Process Re-engineering focus on? a) Incremental process improvements b) Outsourcing business functions c) Radical redesign of business processes d) Cost reduction strategies	K1	CO3
	6	Strategic Business Units (SBUs) are: a) Independent units responsible for specific market strategies b) Departments focusing on employee training c) Cost centers within the organization d) Units responsible for risk management	K2	CO3
4	7	What is a barrier for effective strategic evaluation? a) Clear objectives b) Lack of timely information c) Defined control processes d) Employee engagement	K1	CO4
	8	The control process begins with: a) Identifying deviations b) Setting performance standards c) Taking corrective action d) Evaluating performance	K2	CO4
5	9	Digital transformation provides competitive advantages by: a) Reducing staff numbers b) Eliminating supply chain risks c) Streamlining operations and driving innovation d) Minimizing customer interactions	K1	CO5
	10	An example of a disruptive business model is: a) Traditional retail stores b) Subscription-based streaming services c) Fixed-price services d) Public sector procurement	K2	CO5

Cont...

SECTION - B (35 Marks)

Answer ALL questions

ALL questions carry EQUAL Marks (5 × 7 = 35)

Module No.	Question No.	Question	K Level	CO
1	11.a.	Explain the importance of aligning vision, mission, and objectives in strategic management.	K2	CO1
	(OR)			
	11.b.	How does the Balanced Scorecard help in linking organizational strategy to performance?		
2	12.a.	Determine the role of PESTEL analysis in assessing the external business environment.	K3	CO2
	(OR)			
	12.b.	How does SWOT analysis helpful for a company?		
3	13.a.	How does a supply chain strategy align with overall organizational goals?	K5	CO3
	(OR)			
	13.b.	Analyse the significance of Business Process Re-engineering in strategy implementation.		
4	14.a.	Summarise the techniques used for strategic evaluation, and how are they applied?	K5	CO4
	(OR)			
	14.b.	Explain the stages of the control process in ensuring strategic success.		
5	15.a.	Narrate how disruptive business models provide a competitive edge?	K4	CO5
	(OR)			
	15.b.	Summarise the role of digital transformation in enhancing customer experiences.		

SECTION - C (30 Marks)

Answer ANY THREE questions

ALL questions carry EQUAL Marks (3 × 10 = 30)

Module No.	Question No.	Question	K Level	CO
1	16	Discuss the role of strategic management in achieving long-term organizational success.	K4	CO1
2	17	Elucidate the BCG Matrix and its significance in evaluating a company's portfolio of businesses.	K3	CO2
3	18	Discuss the concept of goal congruence and its importance in strategy implementation and operational control.	K5	CO3
4	19	Summarise the importance of key performance indicators (KPIs) in monitoring and evaluating strategy success.	K3	CO4
5	20	Enumerate how does AI-driven personalized marketing content transform modern business strategies?	K6	CO5

Z-Z-Z

END