

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

**MCom (IB) DEGREE EXAMINATION MAY 2025
(Fourth Semester)**

Branch - INTERNATIONAL BUSINESS

GLOBAL BUSINESS STRATEGIES

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	A mission statement primarily focuses on: a) The organization's past success b) The present purpose and scope of the organization c) Competitors' weaknesses d) Setting financial targets	K1	CO1
	2	Strategic leadership involves: a) Only controlling employees b) Setting a vision, motivating, and driving change c) Avoiding long-term decision-making d) Strictly following previous strategies	K2	CO1
2	3	SWOT analysis helps organizations identify opportunities and threats in the external environment. a) Considers only internal factors b) Ignores market trends c) Focuses only on weaknesses d) Examines both internal and external factors	K1	CO2
	4	A competitive advantage is achieved when a firm provides superior value to customers by a) reducing innovation b) increasing inefficiencies c) avoiding differentiation d) offering unique products or cost advantages	K2	CO2
3	5	The most effective way for a company to create a long-term competitive advantage is: a) Copying a competitor's cost structure b) Competing purely on price reductions c) Ignoring market trends and focusing internally d) Developing a unique value proposition using Blue Ocean principles	K1	CO3
	6	The best strategic action to sustain profitability for firms in continuous loss is a) Continuing with current business operations b) Reducing R&D investment c) Innovating or diversifying into new markets d) Shifting to a Blue Ocean Strategy to create demand	K2	CO3
4	7	The biggest challenge in implementing cost leadership is: a) Ignoring economies of scale b) Losing focus on efficiency c) Over-investing in differentiation d) Maintaining cost advantages while ensuring product quality	K1	CO4
	8	When evaluating corporate-level diversification, a firm must: a) Prioritize unrelated businesses b) Ignore synergies among units c) Consider strategic fit and risk reduction d) Assess market opportunities and strategic alignment	K2	CO4
5	9	Successful strategy implementation requires: a) Only top management involvement b) Ignoring external environmental factors c) Rigid execution without flexibility d) Aligning organizational structure with strategic goals	K1	CO5

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5	10	The most effective way to evaluate strategy execution is to: a) Compare results with set objectives b) Assume implementation will succeed c) Ignore employee feedback d) Apply performance measurement tools like Balanced Scorecard	K2	CO5
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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.	Examine the key components of a strategy with suitable examples.	K4	CO1
		(OR)		
	11.b.	Dissect the importance of mission and vision statements in strategic management.		
2	12.a.	Examine the role of SWOT analysis in strategic decision-making.	K4	CO2
		(OR)		
	12.b.	"The competitive advantage leads to business success" Do you agree? Justify your argument.		
3	13.a.	Design an innovative strategy with Blue Ocean principles for a firm in a competitive industry.	K5	CO3
		(OR)		
	13.b.	Explain the restructuring of a business to sustain competitive advantage in a declining industry.		
4	14.a.	Evaluate the benefits and risks of a firm using cost leadership as a business-level strategy.	K5	CO4
		(OR)		
	14.b.	Critically examine the impact of differentiation strategy on market competition and profitability.		
5	15.a.	Develop the procedure for implementation of a new corporate strategy.	K6	CO3
		(OR)		
	15.b.	Formulate the Balanced Scorecard approach to measure a firm's strategy execution.		

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	Examine the role of strategic leadership in shaping an organization's future with example.	K4	CO1
2	17	Evaluate the significance of the value chain in building a competitive advantage.	K5	CO2
3	18	"A company looking to expand into an industry dominated by large players"- suggest a detailed Blue Ocean Strategy to Develop a roadmap for execution.	K6	CO3
4	19	Estimate the role of diversification in corporate strategy. Bring out the impact in future sustainability.	K5	CO4
5	20	Disprove the challenges and its management in global strategy implementation by a MNC. Apply suitable frameworks to support your answer.	K4	CO4

Z-Z-Z END