



Chhatrapati Shahu Ji Maharaj
University, Kanpur

Answer Script Details
Barcode 11471668

Roll No. 24154000563
Total Mark 62/75.00

Exam M.Com-III_ODD_EXAM_NOV_2025
Subject C010902T - Strategic Management

Question wise Mark Summary

Q.No Mark Q.No Mark Q.No Mark Q.No Mark

1A 4/5

1B 4/5

1C 4/5

1D 4/5

1E 4/5

1F 4/5

1G 5/5

1H 4/5

1I 3/5

2 13/15

3 0/15

4 0/15

5 0/15

6 0/15

7 0/15

8 0/15

9 13/15

**Chhatrapati Shahu Ji Maharaj University
Kanpur, Uttar Pradesh**

PART-I

Date of Exam : 14/11/25 Shift : I Room No. LT-2
 Paper Code: C010902T Subject: Strategic Management Year: V Sem: 3
 Name of Candidate: UMRA IQBAL
 Roll No. 24154000563

Signature of Candidate: *Umra* COE Facsimile
 Signature of Investigator: *A* COE Facsimile
 Signature of Candidate: *Umra* COE Facsimile

PART-II

MARKS OBTAINED										
Q.	1	2	3	4	5	6	7	8	9	10
(a)										
(b)										
(c)										
(d)										
(e)										
(f)										
(g)										
(h)										
(i)										
(j)										
Total										
Total Marks in Figure						Max. Marks				
Total Marks in Words										



C010902T

Paper Code

Signature of Evaluator: *Sumya*

PART-III

Course: Mcom
 Session: 2025-26 Year/Semester: III
 Subject: Strategic Management
 Paper Code: C010902T
 Exam Date: 14/11/2025
 Name of Candidate: UMRA IQBAL
 Father's Name: SYED IQBAL MASOOD

पंजीकरण का कोड College Code: KN01
 परीक्षा केंद्र का कोड Exam Centre Code: KN01
 परीक्षा का प्रकार Type of Exam: Regular Ex. Student / Private Back paper Exam
 ANSWER BOOKLET NO. 11471668
 Paper Code: C010902T

PART-IV

पंजीकरण संख्या Enrollment Number: CSJMA24000127898
 परीक्षार्थी अंकगणित संख्या Candidate's Roll Number: 24154000563
 पेपर कोड Paper Code: C010902T



Signature of Candidate: *Umra*
 Signature of Investigator: *A*
 CS Facsimile
 COE Facsimile

नोट : 1. परीक्षार्थी को निर्दिष्ट किया जाता है कि आवरण पत्रों में पूरा नाम पर अंकित सभी निर्देशों को सावधानीपूर्वक पढ़ें।
 2. बीस में पची जाने वाली प्रतिक्रियाएँ सही तर्क से शुद्ध की जाएँ। 3. पोलों को कटने या चीरने से बचने पर ध्यान दें।

INSTRUCTIONS TO THE CANDIDATE FOR FILLING PART-I

1. Read the instructions carefully given on the answer script and admit card.
2. Write Date of Exam, Shift, Paper Code & Name of Subject Correctly.
3. Write Name & Roll No. Correctly.
4. Write Semester & Branch Correctly.

INSTRUCTIONS TO THE CANDIDATE FOR FILLING PART-III

1. Use blue or black ball point pen for writing alphabets & numerals in Boxes.
2. Carefully study the example before you start marking.
3. As shown in the example below blacken the circles completely.



4. Make no Stray marks on this sheet.
5. DO NOT WRITE OR MARK ON THE BAR CODE.

IN ORDER TO AVOID UFM (UNFAIR MEANS):

1. The Roll No. and Answer Book no. found elsewhere or any other symbol found in the answer book will be treated as unfair means.
2. Any tempering of Bar Code and Booklet no shall be treated as Unfair Means.
3. Do Not bring the materials like slip of paper/mobile/digital diaries/ study material/ revision notes in examination hall. Possession of the mobiles/ digital diaries/ electronic watch and any other electronic gadget except memory less scientific calculator shall be considered as UFM case.
4. Do not keep or paste currency note in answer script it shall be consider as UFM.

अनुचित साधन से बचने हेतु:

1. उत्तर पुस्तिका के निर्दिष्ट स्थान को छोड़कर अनुक्रमिक एवं उत्तरपुस्तिका का क्रमांक कहीं और न लिखें तथा कोई भी चिन्ह न बनायें क्योंकि यह अनुचित साधन प्रयोग की परिधि में आता है।
2. उत्तर पुस्तिका को बारकोड अथवा उत्तर पुस्तिका संख्या पर छेड़ करने पर अनुचित साधन प्रयोग माना जायेगा।
3. परीक्षा कक्षा में निम्न वस्तुएं साथ न लाये, जैसे लिखे हुए कागज के टुकड़े, मोबाईल, डिजिटल डिवाइस, कोपी, पुस्तक यह सभी वस्तुएं जो अनुचित साधन के अन्तर्गत आती हैं। केवल संबंधित प्रश्नपत्र में ही मेमोरी लेस साइडफिक कैल्कुलेटर ले जाने की अनुमति होगी।
4. उत्तर पुस्तिकाओं में रूपरेखा न खींचें न ही उत्तर पुस्तिका में विपक्षयें। ऐसा करना अनुचित साधन प्रयोग की परिधि में आता है।

परीक्षार्थी के लिए निर्देश

1. प्रश्न पत्र एवं उत्तरपुस्तिका पर दिये गये निर्देशों को ध्यान से पढ़ें।
2. कवर पृष्ठ के दूसरी तरफ कुछ न लिखें।
3. उत्तर पुस्तिका के पृष्ठों पर दोनों तरफ लिखें।
4. प्रश्न पत्र पर अपने अनुक्रमांक के अतिरिक्त कुछ न लिखें।
5. प्रश्न पत्र कोड एवं प्रश्न पत्र कोड सावधानी पूर्वक लिखें।
6. अपनी स्थिति स्पष्ट लिखें।
7. उत्तर पुस्तिका के पृष्ठों की संख्या देखें। अगर उत्तर पुस्तिका में पृष्ठ (1-24) से कम है या फटे हुए हैं, तो परीक्षा शुरू होने के पूर्व दूसरी उत्तरपुस्तिका ले लें।
8. प्रश्नपत्र को देख, यदि प्रश्नपत्र के विषय कोड, विषय का नाम तथा प्रश्न में कोई त्रुटि है तो उसकी परीक्षा शुरू होने के 30 मिनट के अन्दर कक्षा निरीक्षक को तत्काल सूचित करें, उसके बाद विश्वविद्यालय द्वारा कोई कार्यवाही नहीं की जायेगी।
9. प्रश्नों के उत्तर लिखने के लिये पेंसिल का प्रयोग न करें।
10. B कोपी या अतिरिक्त घाक नहीं दिया जायेगा।

INSTRUCTIONS TO THE CANDIDATE

1. Read the instructions carefully given on the Question Paper, Admit Card & Answer Script.
2. Do not write anything on back side of the cover page.
3. Write on both sides of pages of answer book.
4. Do not write anything on question paper except Roll Number.
5. Write Paper Code & Question Paper Id carefully.
6. CHECK the number of pages (1-32) or any other kind of damage in your answer script, if found than change the answer script immediately before the commencement of examination.
7. CHECK the Question Paper for any kind of discrepancy e.g. Subject Code, Subject Name and Question of the Question Paper during first THIRTY MINUTES of the commencement of the exam, so that it can be corrected in TIME. After that no corrections shall be entertained by the university.
8. Do not use pencil for answering the question.
9. Write status correctly e.g. those appearing in carry over papers should fill in status as Carry Over. Those appearing as Ex-Students should fill in status as ex.
10. No supplementary answer book & graph paper will be provided.

INSTRUCTIONS TO THE CANDIDATE FOR FILLING PART-IV

1. Use blue or black ball point pen for writing alphabets & numerals in Boxes.
2. Use blue or black ball point pen for filling the circles.

1	8	1	5	4	3	2	1	6	9
○	○	○	○	○	○	○	○	○	○
①	●	○	●	○	○	○	○	●	○
②	○	○	○	○	○	○	○	○	○
③	○	○	○	○	○	○	○	○	○
④	○	○	○	○	○	○	○	○	○
⑤	○	○	○	○	○	○	○	○	○
⑥	○	○	○	○	○	○	○	○	○
⑦	○	○	○	○	○	○	○	○	○
⑧	○	○	○	○	○	○	○	○	○
⑨	○	○	○	○	○	○	○	○	○

Note - If your Roll No. is of 10 digits. Please leave first three columns.



Section-A

Answer-1(a)

The father of Strategic management is Igor Ansoff.

Strategy is a long term plan which is prepared to fulfill the companies long term objectives amidst competition and changing environment.

Strategy is a product of strategic management process.

The process which is followed to manage the strategies is known as strategic management process.

Strategic management model —

- i) Basic Model
- ii) Alignment Model
- iii) Porter's five forces model
- iv) SWOT analysis



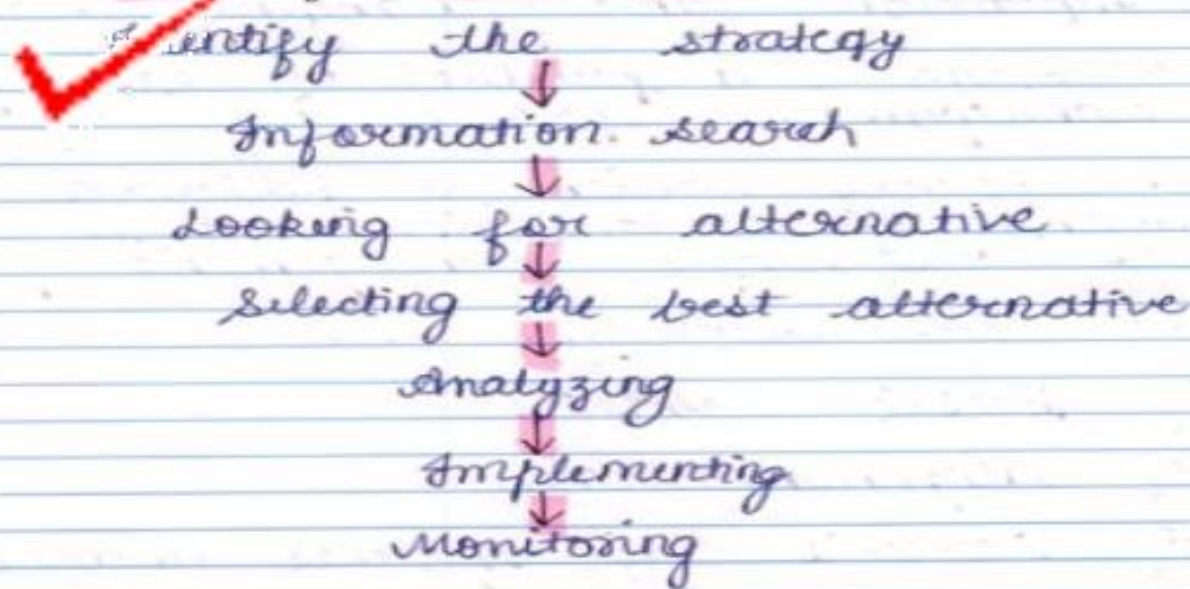
Porter's five forces model →

- * Power of buyer
- * Power of supplier
- * Industrial Rivalry
- * Threat of substitute
- * Barriers to entry

SWOT analysis →

Strength, weakness, opportunity, threat

Strategic management process



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Answer - 1 (b)

Goal

Goal refers to the motive of an organisation. In other words, goal is the objective which company wants to follow to maximize its profitability.

Features of goal →

- (i) Dy. ✓ amic - goal is dynamic in nature.
- (ii) gives motive - goals give motives to complete and fulfill tasks.

Essentials of goal →

Goal is very essential to keep up the spirit of an employee to fulfill company's target.

Goal is a very essential part of a management.

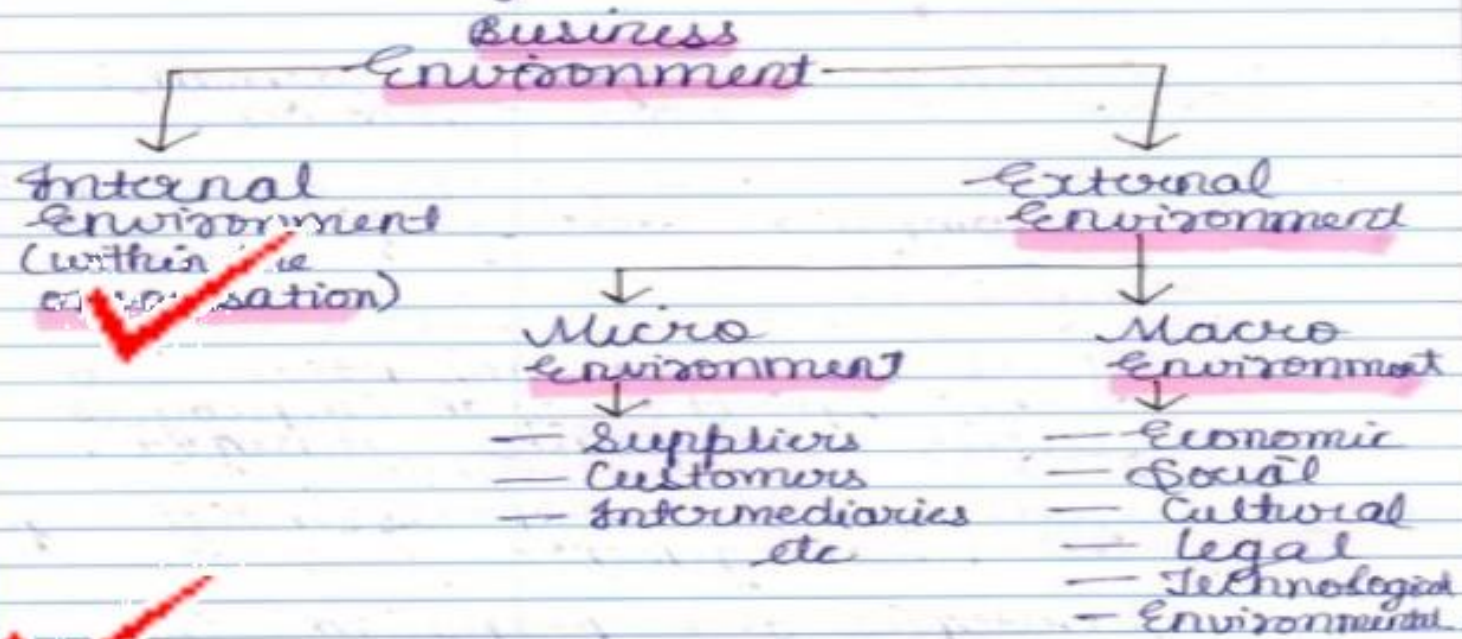
St. ✓ is all prepared to fulfill the goals.



Answer-1 (c)

Environmental scanning refers to the collection and analysis of information (internal and external) to identify opportunities, threats and trends to fulfill the organisation's strategy.

Environment refers to the surrounding

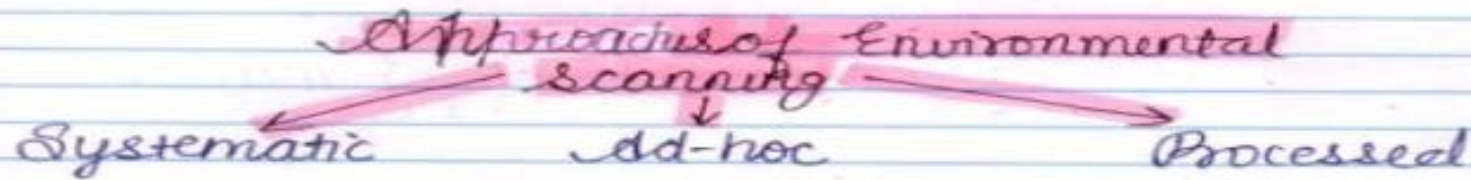


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SWOT analysis plays the major ^{role} in environmental scanning as it helps in identify strength, weakness, opportunity and threat.



Answer - 1 (d)

Synergy means together, the task or work which is done by everybody in an organisation, together, that will be known as synergy.

Advantages of synergistic advantage —

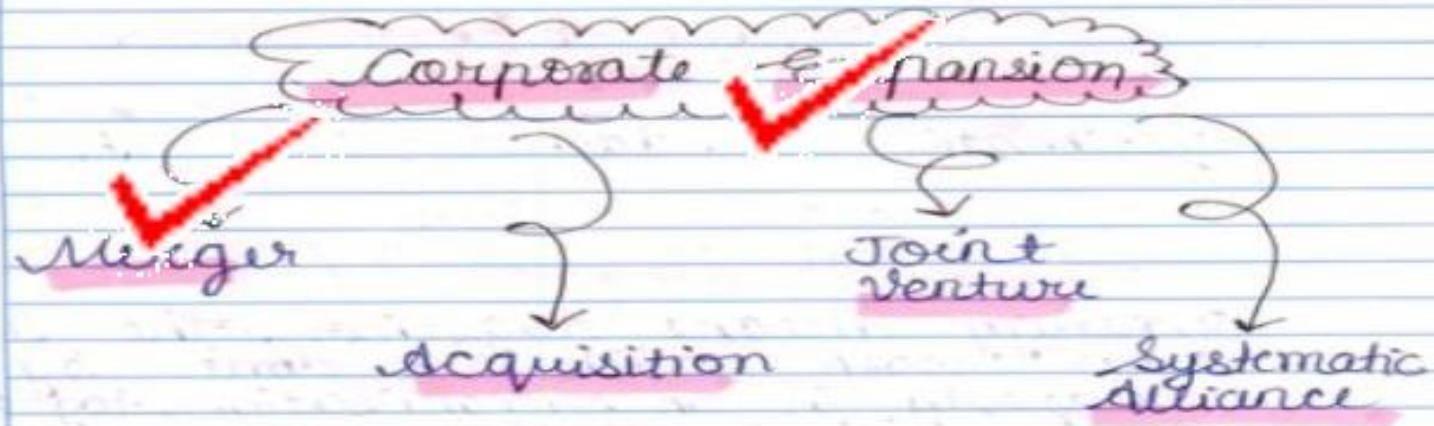
- i) Harmony — It increases the harmony in an organisation
- ii) Effectively — With synergy task can be done effectively.
- iii) Efficiency — With synergy, task can be done very efficiently.

Synergy helps to fulfill the company's



goals and objectives with betterment.

Answer-1 (e)



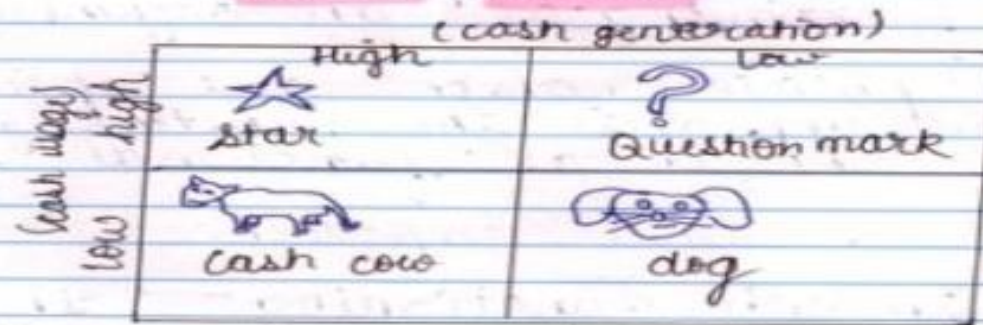
Joint venture refers to that practice when two corporations comes together under single identity, that means when they work together.

whereas Merge is a practice in which one organisation merges in another organisation by adapting same, culture and everything.



Answer - 1 (1/2)

BCG Model



BCG and PIMS are models which helps in strategic management. These are two of the most important models of strategic management.



Answer-1 (g)

Functional policies refers to those policies which governs the functioning of an organisation.

The policies which are prepared to improve the functioning are known as functional policies.

Needs and Importance →

- i) Smooth functioning — These are needed for smooth functioning of an organisation.
- ii) ✓ **Fulfills Objectives** — With proper functional policies, organisation can fulfill its objectives with betterment.
- iii) **Dynamic** — Functional policies are dynamic.
- iv) **Flexible** — Functional policies are flexible.
- v) **Goal oriented** — Functional policies are goal oriented.

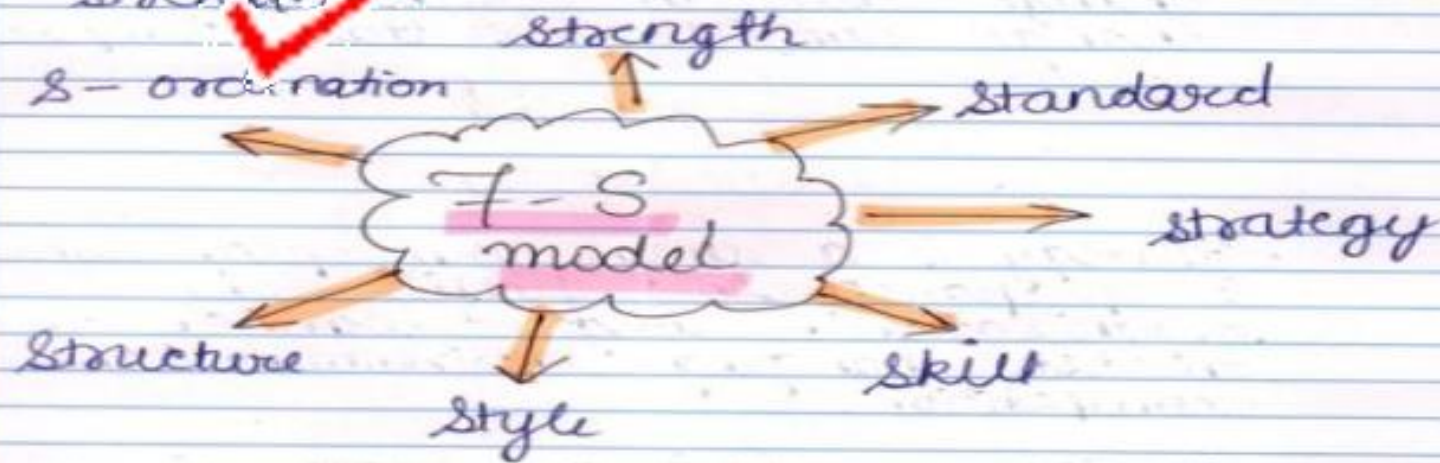


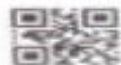
Answer - 1(h)

F-S Model

F-S model which is given by McKinsey which includes —

- ~ Structure
- ~ Style
- ~ Skill
- ~ Strategy
- ~ Standard
- ~ Strength





Answer-1(i)

The change in the organisation due to several factors is known as organisational change.

Forms of change -

There are many forms of change which ^{includes} change due to policies.

Change due to working of management

Change due to technology.

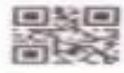
Change due to cultural impact.

Section - B

Answer-2

✓ **Strategy** is a long term plan which is prepared to fulfill the organisation's long term objectives amidst changing environment and competition.

✓ **Strategy** is derived from a Greek word **strategos** which means **generalship**.



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The word strategy was first used in around 400 BC.

The word strategy has come in management through military sources which ~~referred~~ referred as use of force against an enemy in war.

Igor Ansoff is the father of strategic management.

Strategy is a product of strategic management.

Strategy refers to the long term plan which is prepared by the top management of an organisation.

Features of Strategy —

- i) Goal-Oriented → Strategy is goal oriented.
- ii) Long term → Strategies are prepared for long term.
- iv) Dynamic → Strategies are



dynamic.

iv) flexible - Strategies are flexible.

Importance -

Strategies are important to fulfill the objectives of an organisation and for growth.

Prepared by -

Strategies are prepared by top management of an organisation.

Various levels of Strategy

Corporate level

SBI. level
Bus. level

Functional level

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Corporate Level
(Top Management)

Board of Directors
President,
Chief Executive
Officer, Vice
President,
Vice executive etc.

Business level
(SBU level)

Chairman of
Group A,
B, C
nonfunctional head etc

Functional level

Production manager
Sales manager
personnel manager
etc

LEVELS
OF
STRATEGY

Corporate level - includes top management and ^{who} make the strategies.



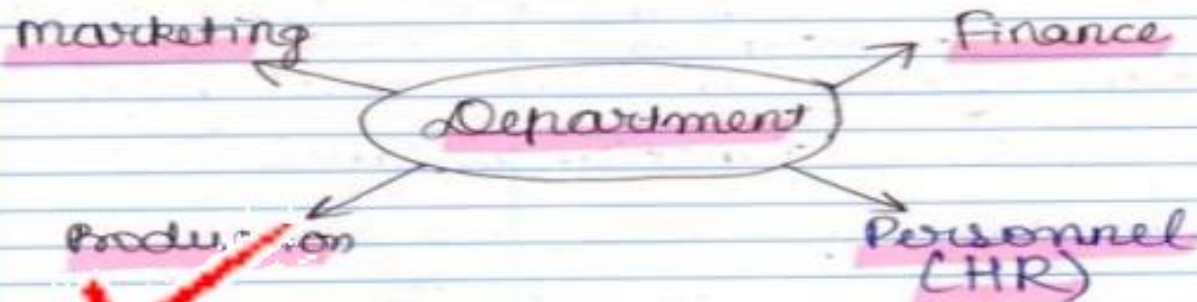
Business level - SBU level.

Functional level - implement the strategies.

Section - C

Answer - 9

HR refers to the Human resource, which comes in the personnel department.



Human Resource Department deals with human administration.
Human Resource Department frames

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the policies which are supposed to be followed by man-power of an organisation

The policies of Rules and Regulations or Administrative which are prepared by HR are known as HR policies or human resource policies.

For the smooth functioning of human resource or manpower HR policies are very important. HR policies gives the guidelines regarding the rules and regulations.

HR policies include like -

Remuneration standard, Hiring criteria working conditions etc.

Importance of HR policies or Human Resource policies.

- i) Clarity - HR policies gives the clarity of working to the manpower.
- ii) working rules - HR policies set



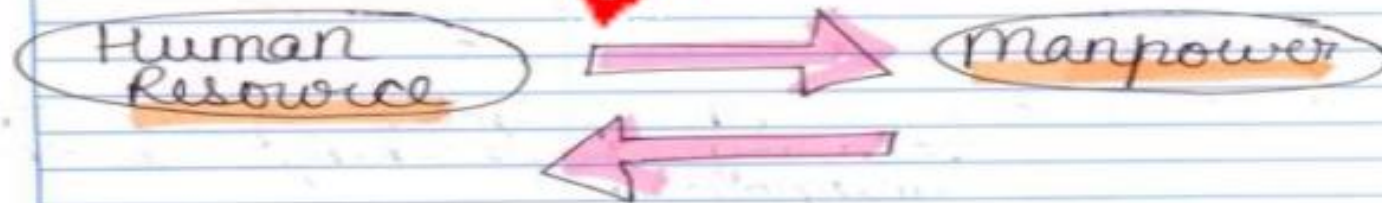
working rules which helps to avoid clashes.

iii) Job Description - HR policies states the job description for better understanding.

iv) Remuneration - HR policies clarifies the remuneration criteria which is very important part.

v) Reliable - HR policies are very reliable for the manpower.

They are end members of HR or Human Resource policies which has importance in an organization.



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18





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20





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21



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23

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