M.Com
2nd Semester

Master of Commerce
(M.Com)

Second Semester
Assignments
2026-2027

For July 2026 and January 2027 admission cycle

School of Management Studies
Indira Gandhi National Open University
Maidan Garhi, New Delhi -110 068

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Dear Students,

As explained in the Programme Guide, you have to do one Tutor Marked Assignment for each course. We are sending the assignments of all the six courses together in this booklet.

Assignment is given 30% weightage in the final assessment. To be eligible to appear in the Term-End Examination, it is compulsory for you to submit the assignments as per the schedule. Before attempting the assignments, you should carefully read the instructions given in the Programme Guide.

These assignments are valid for two admission cycles **(July 2026 and January 2027)**. The validity is given below:

1. Those who are enrolled in **July 2026**, it is valid upto **June 2027**.
2. Those who are enrolled in **January 2027**, it is valid upto **December 2027**.

In case you are planning to appear in June Term-End Examination, you must submit the assignments to the Coordinator of your Study Centre latest by **15th March,** and if you are planning to appear in December Term-End Examination, you must submit them latest by **15th October**.

TUTOR MARKED ASSIGNMENT

Course Code	**:**	**MCO – 023**
Course Title	**:**	**Strategic Management**
Assignment Code	**:**	**MCO – 023 /TMA/2026-27**
Coverage	**:**	**All Blocks**

Maximum Marks: 100

Attempt all the questions.

1. **a)** What is mission? How is it different from purpose? Discuss the essentials of a mission statement. **(10+10)**

b) What is meant by External Environmental Analysis? Explain the various components of the macro-environment (PESTLE factors) with examples.

2. **a)** Discuss Porter's Five Forces Model and explain how it helps in understanding the competitive environment of an industry. **(10+10)**

b) Define Corporate Governance. Explain the various models of Corporate Governance. Why is Corporate Governance important for organisations in today's business environment?

3. **Comment briefly on the following statements:** **(4×5)**

a) “A good strategy poorly implemented is worse than a modest strategy well executed”

b) “Retrenchment is not a sign of failure but a strategic choice that helps a firm consolidate and survive in difficult times”

c) “Without a thorough environmental analysis, strategy formulation is nothing but guesswork”

d) “Strategy is not a plan but the soul of an organization, it defines where the firm wants to go and how it intends to get there”

4. **Differentiate between the following:** **(4×5)**

a) External Environment and Internal Environment

b) Horizontal Integration and Vertical Integration

c) Strategic Control and Operational Control

d) Concentric diversification and Conglomerate diversification

5. **Write Short Notes on the following:** **(4×5)**

a) BCG (Business Portfolio) Matrix

b) Strategic Framework: Mission, Vision, and Objective

c) Strategic Alliance

d) Balanced Scorecard