

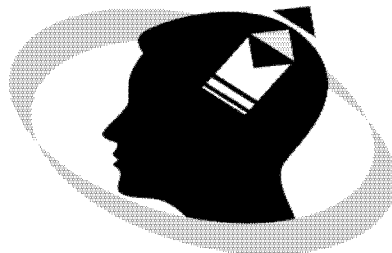
CA - INTER COURSE MATERIAL

Quality Education

beyond your imagination...

DISCOVER MATERIAL ON STRATEGIC MANAGEMENT

(COVERS PAST EXAM QUESTION PAPERS UPTO MAY – 2019)



MASTER MINDSTM

CA • CMA • CS • MEC • CEC

GUNTUR | RAJAHMUNDRY | KURNOOL | VIZAG | NELLORE

HYDERABAD | VIJAYAWADA | TIRUPATHI

Cell: 98851 25025 / 26

Visit us @ www.mastermindsindia.com

Mail: mastermindsinfo@ymail.com

Facebook Page: Masterminds For CA

YouTube Channel: Masterminds For CA

DISCOVER_2E / STRATEGIC MANAGEMENT

WE HAVE INCLUDED THE PAST EXAM QUESTION PAPERS OF 7 RECENT ATTEMPTS UNDER IPCC & 3 RECENT ATTEMPTS UNDER CA INTER UPTO MAY 2019

1. INTRODUCTION TO STRATEGIC MANAGEMENT**PART 1: DESCRIPTIVE QUESTIONS**

1. Strategic Management is not a panacea for all the corporate ills, it has its own pitfalls which can't counter all hindrances and always achieve successes. [M19 (N) – 5M]
Do you agree with this statement? Discuss
2. Strategy is partly proactive and partly reactive. Do you agree? Give reasons for your answer. [N18 (O) – 3M, M16 – 3M, N12 (O) – 3M, RTP – M18 (N)]
3. Define strategic management. Also discuss the limitations of strategic management. [M18 (N) – 5M, RTP – M18 (N)]
4. In your view what is the role of corporate level managers in strategic management. [M15 (O) – 3M, RTP – N18 (N)]
5. Quite often strategies of most business organizations are combination of planned strategies and reactive strategies. Explain with reasons. [M15 (O) – 3M]

PART 2: OBJECTIVE QUESTIONS

6. Non-profit organizations do not require a strategic management (T/F) [M18 (N) – 2M, RTP – N18 (O)]

2. DYNAMICS OF COMPETITIVE STRATEGY**PART 1: DESCRIPTIVE QUESTIONS**

1. What do you understand by, competitive landscape, What are steps to understand the competitive landscape? [M19 (N) – 5M]
2. Write a short note on product life cycle and its significance in portfolio diagnosis? [N18 (O) – 7M, M15 – 4M, RTP – M18 (O)]
3. Write a short note on characteristics of Global company. [N18 (O) – 3M, N16 (O) – 3M, N13 (O) – 3M, N12 (O) – 3M, RTP – N18 (O)]
4. Elaborate the reasons necessary for the globalization of companies. [M18 (O) – 3M, M16 (O) – 3M, MTP2 N18 (O) – 3M]
5. Write a short note on SWOT analysis. [M18 (N) – 3M, N16 – 4M, RTP – N18 (N), MTP2 M18 (O) – 3M]
6. Explain the strategic implications of each of the following types of business in a corporate portfolio:
a) Stars b) Question marks c) Cash cows d) Dogs [M18 (O) – 3M]
7. Explain the concept of competitive advantage. [M18 (N) – 2M, MTP2 N18 (N) – 3M, MTP1 M18 (N) – 2M]
8. Explain the meaning of core competencies [M18 (N) – 2M]
9. TOWS Matrix has wider scope as compared to SWOT analysis-Explain. [M18 (O) – 3M]
10. Write a short note on value chain analysis [N17 (O) – 3M, MTP1 N18 (O) – 3M]
11. Discuss with example the relevance of Experience curve in strategic management. [N17 (O) – 3M, MTP2 N18 (N) – 5M, MTP2 M18 (N) – 4M, RTP – M18 (N)]
12. Assume that you are a manager making a business plan provide a checklist of the important factors to be consider for conducting an analysis to make such plan [N17 (O) – 4M]
13. The Ansoff's product market growth matrix is a useful tool that help businesses their product and market growth strategy. elucidate his statement [M17 (O) – 3M, M13 (O) – 3M, RTP – N18 (N)]

14. In light of BCG growth matrix state the situation under which following strategic options are suitable.
a) Build. b) Hold. c) Harvest. d) Divest [M17 (O) – 4M, N11 (O) – 4M]
15. Write a short note on strategic group mapping? [M17 (O) – 4M]
16. Describe the various competitive positions and its assessment criteria as per ADL Matrix. [N16 (O) – 3M]
17. Write a short note on concept of driving force? [M16 (O) – 3M]
18. Discuss General electric model of analyzing current business portfolios. [M16 (O) – 3M]
19. Key success factors (KSF's) are the rules that shape whether a company will be financially and competitively successful? Do you agree with this statement? How to identify an industry's key success factors [N15 (O) – 3M]
20. To which industry the following environmental changes will offer opportunities and pose threats (name any two industries in each case).give reasons for your answer. [M15 (O) – 4M]
1. Significant reduction in domestic air fares spanning over a long period.
 2. Cut in interest rates by banks.
21. What steps would you take to construct a 'strategic group map' for an industry? [M15 (O) – 3M, MTP1 N18 (O) – 3M]
22. What does the concept of 'Question marks' in the context of BCG Growth share matrix signify? What strategic options are open to a business firm which has some question marks in the portfolio of its businesses? [M15 (O) – 3M, RTP N18 (O), MTP2 M18 (O) – 3M]
23. In your view what are the key success factors for operating in a competitive market place. [N14 (O) – 3M, MTP2 M18 (O) – 3M]
24. To which industries the following developments offer opportunities and threats? "Increasing trend in India to organize IPL (Cricket) type of tournaments in other sports also". [N14 (O) – 3M]

PART 2: DIFFERENCES

25. Distinguish between market development and product development. [N18 (O) – 4M, M16 (O) – 3M]

PART 3: OBJECTIVE QUESTIONS

26. BCG growth share matrix is popularly used for resource allocation. (T/F) [M16 (O) – 2M, RTP – N18 (O)]
27. Portfolio analysis helps the strategists in identifying and evaluating various businesses of a company (T/F). [N15 (O) – 2M, N12 (O) – 2M]
28. An industry can have more than one strategic group?(T/F) [N14 (O) – 2M, MTP1 M18 (O) – 2M]

PART 4: PRACTICAL QUESTIONS

29. In the context of Ansoff's product market growth matrix, identify with reasons, the type of growth strategies followed in the following cases. [N14 (O) – 4M]
- a) A leading producer of tooth paste, advises its customers to brush teeth twice a day to keep breath fresh.
 - b) A business giant in a hotel industry decides to enter into dairy business.
 - c) One of India's premier utility vehicles manufacturing company ventures to foray into foreign market.
 - d) A renowned auto manufacturing company launches ungeared scooters in the market.

3. STRATEGIC MANAGEMENT PROCESS

PART 1: DESCRIPTIVE QUESTIONS

1. What are the Characteristics which must be possess by objectives, to be meaningful to serve the intended role? [M19 (N) – 5M]
2. Explain the meaning of strategic vision. [M18 (N) – 2M, N11 (O) – 1M, RTP – N18 (N), MTP1 M18 (N) – 2M]
3. Explain Mission briefly. Discuss major elements of an effective corporate mission statement. [M18 (O) – 3M, N17 (O) – 3M]
4. The strategic management process encompasses three phases. Explain. [N17 (O) – 3M]
5. Explain the elements of strategic vision. [N17 (O) – 3M, N13 (O) – 3M, N12 (O) – 3M]

6. Briefly discuss the framework of strategic management. [M17 (O) – 3M, RTP – M18 (O)]
7. "Strategic decisions are different in nature than all other decisions." In the light of this statement, Explain any three major dimensions of strategic decisions. [N16 (O) – 3M]
8. You are asked to draft a mission statement of a company. What is a mission statement? Give any two characteristics of a good mission statement. [N16 (O) – 3M]
9. Explain briefly following areas on which the strategic planners concentrate to achieve the long term prosperity. [M16 (O) – 4M]
a) Profitability b) Competitive position c) Employee development d) Public responsibility
10. Objectives and goals provide meaning and sense of direction to organization endeavor. Explain. [M16 (O) – 2M, RTP – N18]
11. "A Company should focus on external perspective to define its mission". support this statement with reasons. [N15 (O) – 3M, MTP1 N18 (O) – 3M, MTP2 M18 (O) – 3M]
12. What is strategic Decision Making? Briefly Explain the major dimensions of strategic decisions. [N15 (O) – 4M, N11 (O) – 4M, MTP2 N18 (N) – 7M, MTP1 M18 (N) – 5M, (O) – 3M, MTP2 M18 (O) – 2M]
13. "A Strategic vision is a road map of a company's future". Comment Draft a strategic vision statement of any well known national level educational institution you are familiar with. [N14 (O) – 3M ,RTP – M18 (O)]
14. How strategic decisions differ in nature from other routine decisions taken in day-today working of an organization? Explain. [N14 (O) – 3M, RTP – N18 (O)]
15. What are the major stages in the strategic management process? [M14 (O) – 3M]
16. Mission statement of a company focuses on the question: 'Who we are 'and 'what we do'. Explain briefly. [M14 (O) – 3M]

PART 2: DIFFERENCES

17. Distinguish between the "vision and Mission". [M17 (O) – 4M, M15 (O) – 3M, MTP1 N18 (N) – 5M, MTP2 M18 (N) – 5M, RTP – M18 (N)]

PART 3: OBJECTIVE QUESTIONS

18. Strategic vision and mission statements are needed only by large business houses. (T/F) [N16 (O) – 2M, N14 (O) – 2M]

4. CORPORATE LEVEL STRATEGIES

PART 1: DESCRIPTIVE QUESTIONS

1. Gautam and Siddhartha two brothers are the owners of a cloth manufacturing unit located in Faridabad. They are doing well and have substantial surplus funds available within the business. They have different approaches regarding corporate strategies to be followed to be more competitive and profitable in future. Gautam is interested in acquiring another industrial unit located in Faridabad manufacturing stationery items such as permanent markers, notebooks, pencils and pencil sharpeners, envelopes and other office supplies. On the other hand, Siddhanth desires to start another unit to produce readymade garments. Discuss the nature of corporate strategies being suggested by two brothers and risks involved in it. [M19 (N) – 5M]
2. Write a short note on expansion through acquisitions and mergers. [N18 (O) – 3M, [M16 (O) – 2M, RTP – N18]– 3M]
3. Reasons to adopt turnaround strategy? [M18 (O) – 3M, N16 (O) – 3M, MTP2 N18 (N) – 5M & (O) – 3M, RTP – N18 (O)]
4. Describe the term co-generic merger. [M18 (N) – 2M, MTP1 M18 (N) – 2M]
5. Explain the meaning of Directional strategies [M18 (N) – 2M, M12 (O) – 1M]
6. What is expansion strategy? State and discuss briefly (in new lines each the two types of expansion strategies followed by firms. [N16 (O) – 3M]
7. Identify with reasons the type of growth strategies followed in the following cases. [N15 (O) – 4M]
a) A leading producer of confectionery products advertising the new uses of its product 'chokoo mix' aggressively.

- b) A company in publishing industry deciding to revise college text books.
- c) A renowned company in textile industry starting to manufacture PFY and PSF, critical raw materials for textiles.
- d) A business giant in auto manufacturing enters into edible oils, hotels, financial services and dairy businesses.
8. A bakery starts producing pastries and other similar products, what type of diversification strategy is being followed by it and why? [N15 (O) – 3M, MTP1 N18 (O) – 3M]
9. The management of a sick company manufacturing various electrical home appliances seeks your advice for an appropriate retrenchment strategy. What will be your advice and why? [M15 (O) – 7M, MTP2 M18 (O) – 7M]
10. Write a short note on conglomerate merger. [M15 (O) – 3M, MTP2 M18 (N) – 3M]

PART 2: DIFFERENCES

11. Distinguish between concentric diversification and conglomerate diversification [N18 (O) – 3M, M16 (O) – 4M, N13 (O) – 4M, N11 (O) – 3M]
12. Distinguish between co-generic merger and conglomerate merger [M17 (O) – 3M]

PART 3: OBJECTIVE QUESTIONS

13. Expansion strategy is a highly versatile strategy(T/F) [N17 (O) – 2M]
14. Forward and backward integration forms part of horizontally integrated diversification(T/F) [N17 (O) – 2M]

PART 4: PRACTICAL QUESTIONS

15. XYZ LTD is a multi-product company ,suffering from continuous losses since last few years and has accumulated heavy losses which have eroded its net worth. What strategic option is available to the management of this sick company? advise with reasons. [M18 (N) – 5M]

5. BUSINESS LEVEL STRATEGIES**PART 1: DESCRIPTIVE QUESTIONS**

1. What do you mean by differentiation strategy? How it is achieved? [M19 (N) – 5M]
2. Industry is a composite of competitive pressures in five areas of the overall market. Briefly explain the competitive pressures.(or) explain briefly the competitive forces in any industry as identified by Michael porter. [M18 (N) – 5M, M 18 (O) – 3M, N11 (O) – 3M, MTP2 N18 (N) – 6M, RTP N18 (N)]
3. According to Michael porter, strategies allow organizations to gain competitive advantage from different bases. Explain these bases as mentioned by porter. [M17 (O) – 4M, M13 (O) – 3M]
4. Analyse the following cases in the context of Michael porters five forces model:
- a) A supplier has a large base of customers.
- b) A manufacturer of sports goods has the advantage of economies of large scale production.
- c) Products offered by competitors are almost similar. [M15 (O) – 3M]

PART 2: OBJECTIVE QUESTIONS

5. Economies of scale discourages new entrants.(T/F) [M18 (N) – 2M ,MTP1 M18 (N) – 2M]

6. FUNCTIONAL LEVEL STRATEGIES**PART 1: DESCRIPTIVE QUESTIONS**

1. Explain the prominent areas where the Human Resource Manager can play a strategic role [M19 (N) – 5M]
2. Discuss the Responsibilities of Functional Manager. [N18 (O) – 3M]
3. Explain the meaning of logistics strategy [M18 (N), N11 (O) – 1M, RTP – N18, MTP1 M18 (O) – 1M]
4. Write short note on supply chain management? [M18 (O) – 3M]
5. Define the term marketing [M18 (N) – 1M]
6. Discuss the broad areas in which functional strategies of a business organization is carried out. [N17 (O) – 4M, RTP – N18 (O)]

7. Give various methods for evaluating the worth of a business? [N17 (O) – 3M]
8. Write a short note on augmented marketing [M17 (O) – 3M]
9. What are the requirements for successful implementation of supply chain management system? Discuss. [M17 (O) – 7M, N13 (O) – 7M, N11 (O) – 3M, MTP2 M18 (O) – 7M]
10. Explain any three prominent areas where human resource manager can play strategic role. [N16 (O) – 4M, N15 (O) – 3M, M14 (O) – 3M, N12 (O) – 3M, MTP1 N18 (N) – 6M]
11. "Human resources now viewed as a source of competitive advantage". Discuss the four activities when performed properly can increase the competency of work force. [N16 (O) – 4M]
12. What do you mean by logistic strategy? What are the different areas to examine while developing a logistic strategy? [M16 (O) – 3M, N13 (O) – 4M]
13. What are the objectives that must be kept in mind while designing a pricing strategy of a new product? [M16 (O) – 4M, RTP – N18 (N), (O)]
14. Supply chain management is conceptually wider than logistics management .Explain. [N15 (O) – 3M]
15. Write short note on publicity and sales promotion [M15 (O) – 3M]
16. Determining an appropriate mix of debt and equity in a firm's capital structure .can be vital successful strategy implementation. Discuss. [M15 (O) – 3M, MTP1 N18 (O) – 3M, RTP – N18 (O)]
17. How do you argue that research and development personnel are important for effective strategy implementation? [N14 (O) – 3M]
18. Write short note on the expanded marketing mix. [N14 (O) – 3M]

PART 2: DIFFERENCES

19. Distinguish between social marketing and service marketing [M18 (N) – 5M, M14 (O) – 3M]
20. Distinguish between publicity and sales promotion. [M18 (O) – 4M]
21. Distinguish between inbound logistics and outbound logistics. [N17 (O) – 3M, RTP – M18 N]
22. Distinguish between advertising and publicity [N16 (O) – 3M]

PART 3: OBJECTIVE QUESTIONS

23. Successful strategy formulation guarantees Successful strategy implementation.(T/F) [N18 (O) – 2M]
24. Tele-shopping is an instance of direct marketing.(T/F) [M18 (O) – 2M, RTP – N18 N]
25. Marketing function has no relation to production function(T/F) [M18 (N) – 2M, MTP2 M18 (N) – 2M]
26. Human resource manager's role is significant in building up core competency of the firm (T/F) [M18 (N) – 2M]
27. Logistic management is an extension of supply chain management. (T/F) [N16 (O) – 2M]
28. De-marketing strategies may aim to reduce the demand temporarily or permanently(T/F) [M15 (O) – 2M]

7. ORGANISATION AND STRATEGIC LEADERSHIP

PART 1: DESCRIPTIVE QUESTIONS

1. Discuss the leadership roles played by the managers in pushing for good strategy Execution. [M19 (N) – 5M]
2. What is an Hour glass structure? How it is beneficial for an organization? [M19 (N) – 3M]
3. What are different responsibilities of a strategic leader? [N18 (O) – 3M, N13 (O) – 3M]
4. Explain briefly the role of culture and promoting better strategy execution [M18 (O) – 3M, M12 (O) – 4M]
5. To coordinate more complex organizational functions companies should abandon the simple structure in favour of the functional structure discuss. [M18 (O) – 3M, N15 (O) – 3M]
6. Give various reasons to justify that a division structure is costly. [M17 (O) – 3M]
7. Davis and Lawrence have proposed three distinct phases to develop matrix structure. Explain. [M17 (O) – 3M, RTP – N18 (N)]
8. How a firm will be benefitted by using ideas of strategic business unit (SBU)? [M16 (O) – 3M]

9. Describe the concept of corporate culture. Elaborate the problems that business houses are facing while changing their culture to remain adaptive a with the globally changing scenario. [M16 (O) – 7M, RTP – N18 (O)]
10. What is an hour glass structure? how this structure benefits an organization? [M15 (O) – 3M]
11. What steps would you suggest to change a company's problem culture? [N14 (O) – 3M]

PART 2: DIFFERENCES

12. Distinguish between transformational leadership style and traditional leadership style? [N15 (O) – 4M, M13 (O) – 4M, RTP – N18 (O), M18 (N)]

PART 3: OBJECTIVE QUESTIONS

13. Corporate culture is always identical in all the business organizations?(T/F) [M18(N) – 2M]
14. Culture promotes better execution of strategy(T/F) [N13 (O) – 2M]

PART 4: PRACTICAL QUESTIONS

15. Ram and shyam two brothers engaged in the business of spices both have different approaches to management. Ram prefers conventional and formal approach in which authority is used for explicit rewards and punishment. While on the other hand shyam believes in democratic participative management approach, involving employees to give their best. Analyse the leadership style followed by ram and shyam. [M18 (N) – 5M]

8. STRATEGY IMPLEMENTATION AND CONTROL**PART 1: DESCRIPTIVE QUESTIONS**

1. What is Benchmarking? Explain the various steps in Benchmarking process [M19 (N) – 7M]
2. Distinguish between Strategy Formulation and Strategy Implementation [M19 (N) – 3M]
3. Describe the principal aspects of strategy execution process, which are included in most situations [M18 (N) – 5M]
4. Explain the concept and need of strategy audit why is it more difficult in present scenario [M18 (N) – 7M]
5. What is strategic control ?briefly explain the different types of strategic control [M18 (N) – 3M, N16 – 7M, M12 – 4M, RTP – M18 (O)]
6. Write short note on implementation control? [N15 (O) – 3M, MTP2 N18 (N) – 5M, MTP2 M18 (O) – 2M, RTP – M18 (N)]

PART 2: DIFFERENCES

7. Distinguish between operational control and management control [N17 (O) – 4M, N13 (O) – 3M ,RTP N18 (N)]
8. Discuss any three differences between strategy formulation and strategy implementation [N16 (O) – 3M, RTP M18 (O)]
9. Distinguish between unfreezing the situations and refreezing two stages of kurtlewin change process. [N14 (O) – 3M]

PART 3: OBJECTIVE QUESTIONS

10. Business Process Reengineering (BPR)Means Partial Modification Or Marginal Improvement In The Existing Work Processes (T/F) [N15 (O) – 3M]

THE END

Copyrights Reserved
To **MASTER MINDS**, Guntur