

BMSCW

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PG – 537

IV Semester M.Com. (Financial Accounting)/M.F.A. Examination,  
June 2016

(Semester Scheme) (CBCS)  
Paper – 4.1 : STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 70

**Instruction** : Answer **all** questions.

SECTION – A

1. Answer **any seven** questions out of ten. **Each** question carries **two** marks. (2×7=14)

- a) Define the concept of strategic intent.
- b) Define the purpose of environmental scanning.
- c) What are co-operative strategies ?
- d) What is product proliferation ?
- e) What is a strategic business unit ?
- f) What is core competence of a global company ?
- g) Differentiate strategic planning from tactical planning.
- h) What is strategic group mapping ?
- i) What is divestiture ?
- j) What is market differentiation ?

SECTION – B

Answer **any four** questions out of six. **Each** question carries **five** marks. (5×4=20)

2. Briefly explain key strategic evaluation techniques.
3. Explain grand strategy selection matrix.
4. Distinguish competition analysis from competitor analysis with examples.
5. Elucidate the types of key success factors with examples.
6. Distinguish industry analysis from internal analysis.
7. Briefly explain the role of leadership for effective strategy implementation.

P.T.O.



## SECTION - C

Answer any three questions out of five. Each question carries twelve marks. (12×3=36)

8. Choose an industry of your choice and explain why you find the industry competitive and attractive, using five forces method analysis.
9. Discuss in detail the four categories of generic strategies with examples.
10. On acquiring 'Royal Enfield' from Amalgamation Group, Chennai, Eicher Motors have redefined 'Turn Around' strategy as a classic contemporary case. Discuss the critical factors that attribute success and failures of Turn Around strategy in detail.
11. Differentiate core competence from distinctive competence for formulating long term corporate strategies.
12. Explain the crafting procedures for formulating strategies for a global company, to meet medium 2 long term objectives, in detail.

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## SECTION - B

(5×1=5)

1. Briefly explain the role of leadership for effective strategy implementation.
2. Distinguish industry analysis from internal analysis.
3. Enumerate the types of key success factors with examples.
4. Distinguish competition analysis from competitor analysis with examples.
5. Explain grand strategy selection matrix.
6. Briefly explain key strategic evaluation techniques.



PG – 739

IV Semester M.F.A. Examination, June 2015  
(New)

FINANCE & ACCOUNTING  
Paper – 4.1 : Strategic Management

Time : 3 Hours

Max. Marks : 80

**Instruction :** Answer all Sections.

SECTION – A

1. Answer **any ten** of the following sub-questions. **Each** sub-question carries **two** marks. **(2×10=20)**
- What are Reactive strategic approaches ?
  - What is strategic group mapping ?
  - What is first mover advantage ?
  - What is divestiture ?
  - Differentiate tactic from strategy.
  - What is organic growth ?
  - What is strategic business unit structure ?
  - What are growth ratios ?
  - What is functional alliance ?
  - What is best cost leadership ?
  - What is imperfect competition ?
  - What is portfolio restructuring ?

SECTION – B

Answer **any three** questions. **Each** question carries **five** marks. **(3×5=15)**

- Briefly explain the critical factors which determine strategic choice.
- Distinguish between intensive and integrated growth strategies.
- Briefly explain value chain analysis highlighting strengths and weaknesses.
- Elucidate 'External factors analysis summery" used for environmental scanning.
- Explain the relationship between strategy and organisational structure.

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **fifteen** marks. **(2x15=30)**

7. Discuss why corporate community always prefer 'Industry Analysis', for strategy formulation.
8. Explain the role and relevance of leadership for effective strategy implementation process.
9. Explain 'Industry Attractiveness – Business strength matrix', for competing in turbulent and high velocity markets.
10. Discuss why 'Mergers and Amalgamation' strategies are preferred by corporates for business consolidation prospecting exercises.

## SECTION – D

11. Case study – **Compulsory**.

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The year 2015 is poised for accelerated flow of finances through FII's and FDI's into Indian economy, on account of "Make in India" initiative Indian corporates are aggressively looking beyond boundaries for extended and expanded business prospects both in developing and developed markets. Thereby, Indian companies are being exposed to global competitiveness and the criticality to prove core competence.

There are very strong and positive environmental activation processes involving synergy and strategisation, in Indian business, be it service sector, infrastructure, tourism, steel, textile, automobile, telecommunication which are looking upto 'win-win' situation for the investor and the consumer. However, there also exist many examples of demerges, conglomerate swappings, operational alliances, contract manufacturing and outsourcing opportunities as well as 'Hub and spoke' strategies of global companies in the recent times. Considering the above informative inputs,

- 1) Make out a 'SWOT' analysis of Indian telecommunication and commercial services Industry.
- 2) Critically evaluate distinctive competencies and weakness of Indian CO's Vis-a-vis global CO's.
- 3) Suggest remedial measures to overcome deficiencies faced by Indian CO's.