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.
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 x 10 = 20)  
   a) What are Reactive strategic approaches?  
   b) What is strategic group mapping?  
   c) What is first mover advantage?  
   d) What is divestiture?  
   e) Differentiate tactic from strategy.  
   f) What is organic growth?  
   g) What is strategic business unit structure?  
   h) What are growth ratios?  
   i) What is functional alliance?  
   j) What is best cost leadership?  
   k) What is imperfect competition?  
   l) What is portfolio restructuring?  

SECTION – B  
Answer any three questions. Each question carries five marks. (3 x 5 = 15)  
2. Briefly explain the critical factors which determine strategic choice.  
3. Distinguish between intensive and integrated growth strategies.  
4. Briefly explain value chain analysis highlighting strengths and weaknesses.  
5. Elucidate “External factors analysis summery” used for environmental scanning.  
6. Explain the relationship between strategy and organisational structure.  

P.T.O.
SECTION – C

Answer any two questions. Each question carries fifteen marks. (2×15=30)


8. Explain the role and relevance of leadership for effective strategy implementation process.


10. Discuss why ‘Mergers and Amalgamation’ strategies are preferred by corporates for business consolidation prospecting exercises.

SECTION – D

11. Case study – Compulsory.

The year 2015 is poised for accelerated flow of finances through FIIs 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.