



PG – 878

IV Semester M.F.A. Degree Examination, June 2016  
(Semester Scheme)

FINANCE AND ACCOUNTING  
Paper – 4.1 : Strategic Management

Time : 3 Hours

Max. Marks : 80

**Instruction : Section – D compulsory.**

SECTION – A

Answer **any ten** from the following in about **three** or **four** line **each**. Each question carries **two** marks. (10×2=20)

1. a) Define Strategy.
- b) What is vertical integration ?
- c) What is Corporate Social Responsibility ?
- d) What is competitive advantage ?
- e) What is meant by differentiation strategy ?
- f) Define the term balanced score card.
- g) What is globalization ?
- h) Mention any two advantages of Corporate Strategy.
- i) What is strategic control ?
- j) What is vertical organisation ?
- k) What is innovation ?
- l) State different business level strategies.
- m) What is reengineering ?
- n) What is strategic fit ?

SECTION – B

Answer **any three** from the following in **not** exceeding **one** page. Each question carries **five** marks. (3×5=15)

2. Explain the steps involved in External Macro Environmental Scanning.
3. Discuss the strategic issues involved in non-profit organisation.
4. Describe the various stages of technology life cycle.
5. Discuss Porter's generic competitive advantage strategies.
6. Discuss the different types of functional level strategies.

P.T.O.



## SECTION - C

Answer **any two** from the following in **not** exceeding **three** pages. **Each** question carries **15** marks. **(2×15=30)**

7. Describe the process of strategic management.
8. Elucidate the techniques of strategic evaluation and control.
9. Explain in depth the various methods of building and restructuring corporation.
10. Describe the industry life cycle model used for analyzing the effect of industry evolution on competitive forces.

## SECTION - D

## (Case Study)

11. Analyse the case and answer the questions (**Compulsory**) : **15**

A public sector organization with about 5000 employees was successfully managed for the beginning of its existence. Later, there were some changes in and around the environment of the organization. The employee-employer relations were not congenial. Some Chief Executive did not pay their attention in managing the organization effectively because of their appointments at the age of their super annuation. There were many unions, but two were recognized. The unions were militant and strong. The organization had accumulated losses in crores of rupees.

The organization did not get orders from the customers and was not in a position to repay the debts. The employee benefits were reduced. The employee-employer relations were not good. Some strikes were also organized by the unions. There was a some uncertainty of receiving salaries regularly. There was a lot of competition from some other organizations.

**Questions :**

- a) What are the causes of low performance of the organization ?
- b) Explain the revival process of organization.



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)

- Define the concept of strategic intent.
- Define the purpose of environmental scanning.
- What are co-operative strategies ?
- What is product proliferation ?
- What is a strategic business unit ?
- What is core competence of a global company ?
- Differentiate strategic planning from tactical planning.
- What is strategic group mapping ?
- What is divestiture ?
- What is market differentiation ?

SECTION – B

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

- Briefly explain key strategic evaluation techniques.
- Explain grand strategy selection matrix.
- Distinguish competition analysis from competitor analysis with examples.
- Elucidate the types of key success factors with examples.
- Distinguish industry analysis from internal analysis.
- 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.