

CHAPTER 1

BUSINESS ENVIRONMENT

CHAPTER END QUESTIONS

1. What is business?
2. Businesses exist in isolation. Comment. What are the activities of business?
3. Identify 3 ideas and indicate whether they meet the 3 conditions of a business idea.
4. Briefly explain the 5 objectives of business.
5. What are the characteristics of business environment?
6. Is it the business that drives the environment or is it the environment that drives the business?
7. Name the 3 goals of environmental analysis.
8. Distinguish between a consumer and a customer by giving suitable examples.
9. Who is a competitor? Is competition bad?
10. Who are intermediaries?
11. What is PEST analysis?
12. What is demography and why is demography important?
13. How are social trends driving business values?
14. How has technology changed our lives?
15. List 6 reasons why companies go global.
16. Indicate 8 manifestations of globalization.
17. Explain the elements of micro environment.
18. What is Kieretsu and why is it important?
19. What are the strategic responses to the changes in the environment?
20. How are new entrants a competitive threat?
21. What is competitive environment? Discuss the five forces that drive industry competition.
22. When do suppliers have bargaining power?
23. When do customers have bargaining power?
24. What are the 2 factors that determine rivalry among existing competitors?
25. What are substitute products and how do they constitute a threat?

TRUE / FALSE QUESTIONS

1. According to Peter Drucker businesses exist for making profits.
2. Society within which a company operates is part of its micro environment.
3. Competitors are part of the macro environment of an organization.
4. The environment is constantly changing.
5. Business has to respond to hostile environment.
6. Businesses function in an isolated manner.
7. Under Porter's Five Forces model new entrants are an insignificant source of competition.
8. Strategies are not perfect and flawless.

EXERCISES

1. Do a demography study of a CA classroom
2. Do a Porter's 5 force analysis of
 - a. Retail industry
 - b. IPL
 - c. Two-wheeler industry
 - d. Hotel industry
 - e. Hospital industry

BLAST FROM THE PAST

State with reasons if the following statements are correct or incorrect (1 mark each)

1. The basic objective of business enterprise is to monitor the environment. **(May 07)**
2. Various environmental constituents exist in isolation and do not interact with each other. **(Nov 07)**
3. Profit may not be a universal objective but business efficiency is definitely an objective common to all businesses. **(May 08)**
4. Changes of any type are always disquieting, sometimes they may be threatening. **(May 08)**
5. The rate and the magnitude of changes that can affect organizations are decreasing dramatically. **(June 09)**
6. There is both opportunity and challenge in change. **(Nov 09)**

7. A business, even if it is continuously remaining passive to the relevant changes in the environment, would still grow and flourish. **(Nov 09)**
8. Globalization means different things to different people. **(May 10)**
9. The term PESTLE analysis is used to describe a framework for analyzing the micro environmental factors. **(May 11)**
10. The process of strategy avoids matching potential of the organization with the environment opportunities. **(Nov 11)**

Short Questions:

1. Can a change in the elected government affect the business environment? Explain. **(June 09) (2 marks)**
2. Elaborate the characteristics of Business Environment with reference to Decision Making. **(Nov 11) (3 marks)**
3. Industry is a composite of competitive pressures in five areas of the overall market. Briefly explain the competitive pressures. **(Nov 11) (3 marks)**
4. Distinguish between Micro Environment and Macro Environment. **(Nov 11) (4 Marks)**
5. "Environment is the sum of several external and internal forces that affect the functioning of business". Explain. **(May 12) (3 marks)**
6. Describe 2 environmental changes that you expect to have a major impact on the industry. (i) Retail industry (ii) Automobile industry (iii) Education industry. **(May 12) (3 marks)**
7. Write short note on role of global industries. **(May 12) (3 marks)**
8. "A business enterprise is a sub-system of the larger environmental system." Discuss the relationship between the organization and its business environment. **(May 13) (3 Marks)**
9. According to Michael Porter, strategies allow organizations to gain competitive advantages from different bases. Explain these bases as mentioned by Porter. **(May 13) (3 marks)**
10. Business Environment exhibits many characteristics **(Nov 13) (3 marks)**
11. Assume that you are an entrepreneur who has an intense desire to get into the business. What types of information relating to macro-environment would you need to determine external opportunities and threats? **(May 14) (3 marks)**

Descriptive Questions:

1. What is meant by Global company? Explain briefly the different strategic approaches for Globalization by a company. **(Nov 08) (4+6 marks)**.
2. What are the five competitive forces in an industry as identified by Michael Porter? **(Nov 09) (10 marks)**.
3. What do you mean by micro environment of business? Explain its elements. **(May 13) (7 marks)**.

CHAPTER 2

BUSINESS POLICY AND STRATEGIC MANAGEMENT

CHAPTER END QUESTIONS

1. What is policy? What is a business policy?
2. Explain the meaning of the word “Management”.
3. What is strategy? Give atleast three views.
4. What are competencies? And what is a core competency?
5. What is strategic management?
6. Give three examples of strategy.
7. Why is strategic management important?
8. Name the tasks of strategic management with a brief explanation.
9. What is strategic decision making?
10. What is a strategic management model?
11. Explain the term Vision. Write an example of a vision statement for a CA student.
12. Explain the term Mission.
13. What are the factors that you will consider while writing a mission statement?
14. Write a mission statement for an automobile company.
15. Distinguish between mission and vision.
16. What are Goals and Objectives?
17. Take a situation. Write the vision, mission, goals and objectives and thus bring out the difference amongst these four.
18. What are corporate strategies? Who takes them? Why is it taken at that level?
19. Distinguish amongst corporate level, business level and functional level.
20. Who are the participants in the three levels; corporate, business and functional?

TRUE / FALSE QUESTIONS

1. Strategies have short range implications.
2. Functional level managers are responsible for the specific business functions.
3. Vision and mission are translated into objectives.
4. Objectives should be quantitative, challenging and associated with the time line.

EXERCISE

1. Draw up your personal vision statement. Also write the Mission Statement along with the Goals and Objectives statement. Make it as exhaustive as possible. Indicate in what way will these be helpful.

BLAST FROM THE PAST

State with reasons if the following statements are correct or incorrect (1 mark each)

1. The first step of strategic formulation in strategic management is to undertake internal analysis. **(May 07)**
2. Effectiveness and efficiency mean the same. **(May 08)**
3. Strategy is a substitute for sound, alert and responsible management. **(Nov 08)**
4. Strategic management is not needed in nonprofit organizations. **(Nov 08)**
5. All strategies emerge from corporate vision. **(Nov 08)**
6. Strategic management is a bundle of tricks and magic. **(June 09)**
7. Control systems run parallel with strategic levels. **(Nov 10)**
8. Developing annual objectives and short term strategies that are compatible with the selected set of long-term objectives are one of the major tasks of strategic management. **(May 12)**
9. A Company's strategy has always to be proactive in nature **(Nov 13)**
10. Explain the elements of strategic vision. **(May 13) (3 Marks)**
11. Fill up:
 - A. Vision is always _____ oriented. **(Nov 10)**
 - B. The corporate mission is an expression of the _____ of the firm. **(May 11)**

- C. Strategic Management is not a box of tricks or a bundle of techniques. It is analytical thinking and _____ of resources to action. **(Nov 11)**
- D. Strategy is a deliberate reach for a plan of action that will develop a business_____ and compound it. **(May 12)**

Short Questions

1. What is a mission statement? **(May 07) (2 marks)**
2. State the points that may be considered while writing a mission statement of a company. **(Nov 09) (2 marks)**
3. Successful implementation of any project needs additional funds. What are the different sources of raising funds and their impact on the financial strategy which you as a Financial Manager will consider? **(Nov 11) (3 marks)**
4. Explain the meaning of strategic Vision. **(Nov 11) (1 mark)**
5. What is Strategic Decision Making? Briefly explain the major dimensions of strategic decisions. **(Nov 11) (4 Marks)**
6. Briefly explain the importance of strategic management. **(May 12) (3 marks)**
7. Elaborate the interrelationship between strategy formulation and implementation. **(May 12) (3 marks)**
8. Write short notes on elements considered for situational analysis. **(May 12) (4 marks)**
9. Write short notes on importance of Strategic Management **(May 13) (3 Marks)**
10. Mission statement of a company focuses on the question: 'Who we are' and 'what we do'. Explain briefly. **(May 14) (3 Marks)**
11. What are the major stages in the strategic management process? **(May 14) (3 Marks)**
12. How do you argue that modern enterprises pursue multiple objectives and not a single objective? **(May 14) (3 Marks)**

Descriptive Questions

1. What do you understand by strategy? Explain the four generic strategies as discussed by Glueck and Jauch. **(May 07) (5+5 marks)**
2. What is strategic management? What are the benefits that accrue by following a strategic approach to managing? **(Nov 07) (5+5 marks)**
3. Explain shared vision and vision shared. **(May 10) (4 marks)**
4. What tips can you offer to write a RIGHT mission statement? **(May 10) (4 marks)**

CHAPTER 3

STRATEGIC ANALYSIS

CHAPTER END QUESTIONS

1. Outline the three issues to be considered for doing strategic analysis.
2. List 10 dominant economic features to be considered in Industry analysis.
3. Name 5 triggers of change.
4. What is Strategic Group mapping?
5. What is competitive intelligence? Is it ethical?
6. What are key success factors? Name the key success factors in running three different businesses.
7. Why is SWOT analysis important?
8. What is mapping and converting in the context of SWOT?
9. How is TOWS analysis different from SWOT analysis?
10. What is portfolio analysis? List a few tools of such analysis.
11. Explain the term strategic business unit and give examples.
12. What is experience curve and why is it relevant?
13. What are the reasons for the experience curve to happen?
14. What are the stages in product life cycle analysis? Briefly explain each.
15. Are the various stages of the PLC of equal life?
16. Explain the Boston Box.
17. Should a portfolio of businesses consist of one business from each quadrant of the Boston box?
18. How is market growth rate and relative market share ascertained in the Boston box?
19. Explain the APG matrix as also the strategies outlined in that matrix.
20. How is market development different from market penetration?
21. Give examples of related and unrelated diversification.
22. Explain and provide examples of product development. How is it different from market development?
23. What are the principal differences between the BCG matrix and the GE Business Screen?
24. What are the limitations of the BCG matrix?
25. How is a Question Mark different from a Dog?
26. What are the 5 competitive positions in the ADL matrix?
27. What are the 4 life cycle stages in the ADL matrix?

28. How is market attractiveness determined under the GE business screen?
29. Distinguish between market development and market penetration?
30. What are the advantages and limitations of portfolio analysis?

TRUE / FALSE QUESTIONS

1. Industry is a group of firms whose products have same and similar attributes such that they compete for the same buyers.
2. Industry is any business organization engaged in manufacturing activities.
3. SWOT analysis is an evaluation of the organization's external strengths and weaknesses and its internal opportunities.
4. C in BCG matrix stands for commitment.

EXERCISES

1. You are a Chartered Accountancy Student. Please prepare a personal SWOT.
2. Based on the SWOT Analysis please prepare a TOWS analysis.

BLAST FROM THE PAST

State which of the followings are correct / incorrect. (1 mark each)

1. Industry is a grouping of dissimilar activities. **(May 08)**
2. The purpose of SWOT is to rank the organization. **(June 09)**
3. PLC is a S shaped curve. **(June 09)**
4. A strategic group consists of rival firms with similar competitive approaches and positions in the market. **(May 13)**
5. Fill up: Product life cycle portrays the distinct _____ in the sales history of a product. **(Nov 10)**

Short Questions

1. In BCG matrix, what does the metaphors like stars, cows and dogs are used? **(May 07) (2 marks)**
2. Explain the term star in BCG matrix. **(Nov 07) (2 marks)**
3. Discuss the growth phase of product life cycle. **(May 08) (2 marks)**

4. Discuss strategic groups. **(May 08) (2 marks)**
5. Discuss the relevance of TOWS matrix in the strategic planning process. **(Nov 09) (2 marks)**
6. What are the advantages of SBU structure? **(May 11) (2 marks)**
7. In the light of BCG Growth Matrix state the situation under which the following strategic options are suitable: (i) Build (ii) Hold (iii) Harvest (iv) Divest **(Nov 11) (4 Marks)**
8. Explain the following: **(May 12) (1 mark each)**
 - (i) Directional strategies (ii) Cost leadership strategies
 - (iii) Market penetration (iv) Strategic group mapping
9. “The Ansoff’s product market growth matrix is a useful tool that help businesses their product and market growth strategy.” Elucidate this statement. **(May 13) (3 Marks)**
10. Write short notes on Network Structure **(May 13) (3 marks)**
11. Write short notes on Product Life Cycle **(Nov 13) (3 marks)**
12. Explain the significance of SWOT analysis. **(May 14) (3 marks)**
13. Write short notes on Experience Curve. **(May 14) (4 marks)**

Descriptive Questions

1. Describe the construction of BCG matrix and discuss its utility in strategic management. **(June 09) (5+5 marks)**
2. Aurobindo, the pharmaceutical company, wants to grow its business. Draw Ansoff’ Product Market Growth Matrix to advise them of the available options. **(Nov 10) (4 marks)**
3. To which industries the following development offers opportunities and threats? ‘The number of nuclear families, where husband and wife both are working, is fast increasing’. **(Nov 10) (3 marks)**
4. How is TOWS Matrix an improvement over the SWOT Analysis? Describe the construction of TOWS Matrix. **(May 13) (2+2 = 4 Marks)**

5.

Product	Revenues	% Revenue	Profit	% Profit	% Market Share	% Industry Growth rate
A	60 Crore	48	1200 Lakh	48	80	+15
B	40 Crore	32	500 lakh	20	40	+10
C	20 Crore	16	750 lakh	30	60	-20
D	5 Crore	4	50 lakh	02	05	-10
Total	125 Crore	100	2500 Lakh	100		

(Nov 13) (4+3 = 7 marks)

CHAPTER 4

STRATEGIC PLANNING

CHAPTER END QUESTIONS

1. What is strategic planning? Why is it relevant?
2. Is corporate strategy a proactive or a reactive exercise?
3. What is strategic uncertainty?
4. Explain the 5 stages of corporate strategy formulation.
5. It is said that Objectives should be SMART. What does this mean?
6. Name the three generic strategic alternatives. Explain them in brief.
7. What is cost leadership? How is it achieved?
8. What are the advantages and disadvantages of cost leadership?
9. What is differentiation? How is it achieved?
10. What are the fall outs of differentiation?
11. Why do differentiation strategies fail?
12. Where is the differentiation strategy most appropriate?
13. What is focus? How is it achieved?
14. Distinguish between narrow focus and broad focus.
15. To whom is a focus strategy appropriate?
16. Is it possible to have (a) both focus and cost leadership (b) both differentiation and cost leadership (c) both focus and differentiation?
17. What is the scope of corporate level strategy?
18. What is a stability strategy and who adopts it?
19. What are growth strategies? What are their advantages and disadvantages?
20. Distinguish between forward and backward integration. Give specific examples.
21. Distinguish between concentric and conglomerate expansion. Give specific examples.
22. What is horizontal diversification? Explain with an example.
23. What is retrenchment strategy? When is it practiced?
24. What are business level strategies? What are they concerned with?
25. Explain functional level strategies.

TRUE / FALSE QUESTIONS

1. In vertically integrated diversification, firms enter specific product/process that are forward or backward in the chain, as new businesses for the firm.
2. Successful differentiation can mean greater product flexibility.

BLAST FROM THE PAST

State with reasons if the following statements are correct or incorrect (1 mark each)

1. Retrenchment implies downsizing of business. **(May 07)**
2. Acquisition is a strategy. **(Nov 07)**
3. A company's strategy should always be pro-active in nature. **(Nov 08)**
4. Fill up:
 - A. Divestment is a part of rehabilitation and is adopted when a _____ has been attempted but has proved to be unsuccessful. **(Nov 11)**
 - B. Market penetration refers to a _____ where the business focuses on selling existing products into existing markets. **(May 12)**
5. Stability strategy is not a 'do-nothing' strategy. **(May 14)**

Short Questions

1. Differentiate clearly between forward and backward integration **(May 07) (June 09) (2 marks)**.
2. Define concentric diversification. **(Nov 07) (2 marks)**
3. What is meant by retrenchment strategy? **(May 08) (2 marks)**
4. What is the need for turnaround strategy? **(May 10) (2 marks)**
5. What is the Grand strategy alternative to be followed during recession? **(May 10) (2 marks)**
6. You are appointed as a Strategic Manager by XYZ Co. Ltd. Being a Strategic Manager. What should be your tasks to perform? **(Nov 11) (3 marks)**
7. Explain the meaning of Joint venture. **(Nov 11) (1 mark)**
8. Distinguish between Concentric Diversification and Conglomerate Diversification. **(Nov 11) (3 Marks)**
9. Distinguish between expansion strategy and retrenchment strategy. **(May 12) (3 marks)**
10. Distinguish between Top-down and Bottom-up strategic planning. **(May 13) (3 Marks)**
11. What are the different responsibilities of a strategic leader? **(Nov 13) (3 marks)**

12. Distinguish between concentric diversification and conglomerate diversification **(Nov 13) (3 marks)**
13. Identify the Generic Strategy used in the following examples: **(Nov 13) (3 marks)**
- (i) Bell Computer has decided to rely exclusively on direct marketing
 - (ii) Our basic strategy was to charge a price so low that micro computer makers couldn't do the software internally for that cheaply
 - (iii) 'MD TV', a TV channel has identified a profitable audience niche in the electronic media. It has further exploited that niche through the addition of new channels like 'MD TV' profit and image.
14. What does corporate strategy ensure? Explain. **(May 14) (3 Marks)**
15. Distinguish between Cost Leadership and Differentiation Strategies **(May 14) (4 Marks)**

Descriptive Questions

1. Under what situations would you go for turnaround strategy? What would be a suitable work plan for this? **(May 08) (5+5 marks)**
2. Michael E Porter has suggested three generic strategies. Briefly explain them. What is the basic objective to follow a generic strategy? In what situations can the three strategies be used? Identify the type strategy used in the following situations:
- a) Dell computer has decided to rely exclusively on direct marketing.
 - b) Our basic strategy was to charge a price so low that the micro computer makers could not do the software internally for that cheaply.
 - c) NDTV, a TV channel has identified a profitable audience niche in the electronic media. It has further exploited that niche through the addition of new channels like NDTV PROFIT and IMAGE. **(3+1+3+3 marks) (May 10)**
3. Distinguish:
- (a) Top-down and bottom-up strategic planning. **(4 marks)**
 - (b) The three levels of strategy formulation. **(3 marks) (Nov 10)**
4. Write short notes on each with an example. **(1 mark each) (Nov 10)**
- a) Forward integration
 - b) Backward integration
 - c) Horizontal integration
 - d) Conglomerate diversification
 - e) Divestment
 - f) Liquidation
 - g) Concentric diversification
5. Differentiate strategy formulation and strategy implementation. **(May 11) (6 marks).**

CHAPTER 5

FORMULATION OF FUNCTIONAL STRATEGY

CHAPTER END QUESTIONS

1. What are the objectives of functional level strategies?
2. Name some cases of marketing decisions that need a strategy.
3. What is the link between marketing and other functions?
4. Distinguish amongst segmenting, targeting and positioning. Give suitable examples.
5. What are the 4 Ps of marketing? Explain.
6. What are the 4 Cs of marketing? Map them with the four Ps.
7. What are the 3 additional Ps of marketing?
8. Distinguish between penetrative pricing and skimming.
9. Explain distribution decision. Which P of marketing is this?
10. Explain (a) de-marketing (b) Augmented marketing (c) Social marketing (d) Service marketing.
11. Outline some instances of decisions that require financial policies.
12. How would you evaluate the worth of a business?
13. What are functional budgets?
14. What is a production system concerned with?
15. What is meant by logistics? Why is it important?
16. How proper logistics management helps business?
17. Outline the factors to consider while developing a logistics strategy.
18. Explain the term supply chain management. How is it different from Logistics management?
19. Distinguish between basic and applied research.
20. Should one have in-house R&D or should one outsource it?
21. What is HRs role in strategy implementation?

TRUE / FALSE QUESTIONS

1. Penetration means keeping prices low.
2. A core competence of an organization is shared uniformly within the industry.
3. Functional strategies help in bringing harmony and coordination.
4. Marketers alone can deliver superior value to the customers.

BLAST FROM THE PAST

State with reasons if the following statements are correct or incorrect (1 mark each)

1. Functional level constitutes the lowest hierarchical level of strategic management. **(May 07)**
2. Tele-shopping is an instance of direct marketing **(Nov 07)**.
3. Production strategy implements, supports and drives higher strategies **(May 10)**
4. The role of human resource manager is significant in building up core competency of the firm. **(Nov 11)**
5. Fill up:
 - A. In the factory, we make cosmetics, in drugstore we sell _____ **(Nov 10)**
 - B. Michael porter's generic strategies allow organizations to gain competitive advantages by cost leadership, _____ and focus **(May 11)**.

Short Questions

1. Logistics strategy. **(Nov 08) (2 marks)**
2. Enlist the components of marketing mix. **(June 09) (Nov 10) (2 marks)**
3. Write a note on evaluating worth of the business. **(May11) (2 marks)**
4. Define **(May 11) (1 mark each)**
 - a) Corporate strategy
 - b) Relationship marketing
 - c) Supply chain management
 - d) Outbound logistics
 - e) Combination strategies
5. Explain the meaning of the following: **(Nov 11) (1 mark each)**
 - (i) Service marketing (ii) Enlightened marketing
 - (iii) Person marketing (iv) Logistics strategy

6. Explain the strategic role of Human Resources Management in the following areas: **(Nov 2011) (4 marks)**
 - (i) Facilitation of Change
 - (ii) Building Core Competency
 - (iii) Development of Work Ethics and Culture
7. Explain the following: **(May 12) (1 mark each)**
 - (i) Production system
 - (ii) Differential Marketing
 - (iii) De-marketing
8. What do you mean by financial strategy of an organization? How the worth of a business is evaluated? **(May 13) (3 marks)**
9. Write short notes on elements of Marketing Mix. **(May 13) (4 marks)**
10. Why functional strategies are needed for any business? **(Nov 13) (3 marks)**
11. What do you mean by Logistics Strategy? What are the different areas to examine while developing a logistic strategy? **(Nov 13) (3 marks)**
12. State the factors of human resource that influence on employees' competence **(May 14) (3 marks)**
13. What do you understand by Functional Structure? **(May 14) (3 marks)**
14. Distinguish between Social Marketing and Service Marketing **(May 14) (3 marks)**
15. Write short notes on: (a) Production System **OR** (b) Characteristics of Strategic Business Unit (SBU) **(May 14) (3 marks)**

Descriptive Questions

1. What is meant by functional strategy? In terms of level where will you put them? Are the functional strategies really important for business? **(Nov 07) (4+2+4)**
2. What is functional strategy? How worth of a business can be evaluated? **(May 11) (8 marks)**

CHAPTER 6

STRATEGY IMPLEMENTATION AND CONTROL

CHAPTER END QUESTIONS

1. What is the difference between strategy formulation and strategy implementation?
2. Discuss the formulation-implementation matrix.
3. Explain the efficiency-effectiveness matrix.
4. Explain the forward and backward linkage between formulation and implementation.
5. Explain Alfred Chandler's strategy-structure relationship.
6. Does strategy precede structure or does structure precede strategy?
7. What are the features, advantages and disadvantages of the simple structure?
8. What are the features, advantages and disadvantages of the functional structure?
9. How many types of divisional structure can be contemplated?
10. What are the merits of each of the several divisional structures?
11. What is a strategic business unit?
12. What is matrix structure? Under what circumstance is it adopted?
13. Why does an organization go for a network structure? Is it advisable?
14. What are primary and support activities in the context of value chain analysis?
15. Name and explain each of the activities in value chain analysis.
16. What is core competency?
17. How are linkages managed to achieve core competency?
18. Explain the two approaches to leadership – transformational and transactional. Which would you prefer and why?
19. What was the approach adopted by M K Gandhi & Martin Luther King Jr.?
20. What are the steps in Kurt Lewin Change process?
21. What is operational control? How is it different from management control and from organizational control?
22. Explain strategic surveillance. How is it different from environment scanning?
23. What is corporate culture and where does it originate from?
24. Does culture promote better strategy execution?
25. When and how should a company go about changing its culture?

TRUE / FALSE QUESTIONS

1. Core competencies in separate activities may provide competitive advantage for an organization.
2. Strong culture promotes good strategy execution.
3. Modern marketing is highly promotional oriented.

EXERCISES

1. Visit the website of any company. Draw up the company's organization structure. Indicate what structure has it adopted.
2. In respect of three well known companies identify what is their corporate culture. You could visit their website, google for information or talk to key executives for results.

BLAST FROM THE PAST

State which of the followings are correct / incorrect. (1 mark each)

1. A core competence is a unique opportunity of an organization not shared by other. **(Nov 07)**
2. Strategy follows structure. **(Nov 07)**
3. Resistance to change is an impediment in building of strategic supportive corporate culture. **(May 08)**
4. An organization's culture is always an obstacle to successful strategy implementation. **(Nov 08)**
5. SBU concepts facilitates multi-business operations. **(June 09)**
6. A corporate culture is always identical in all organizations **(Nov 09)**
7. There is both opportunity and challenge in change. **(Nov 09)**
8. Culture Promotes better execution of strategy **(Nov 13)**

Short Questions

1. Difference between strategy formulation and strategy implementation. **(Nov 08) (2 marks)**
2. Components of value chain. **(Nov 08) (2 marks)**
3. Explain the meaning of Value chain analysis **(Nov 11) (1 mark)**

4. What are the requirements for the successful implementation of supply chain management system? Discuss. **(Nov 11) (3 Marks)**
5. Write short notes on importance of corporate culture. **(Nov 11) (3 marks)**
6. Specify the steps needed to initiate and bring changes in the strategic building of any organization. **(May 12) (3 marks)**
7. What is strategic control? Briefly explain the different types of strategic control. **(May 12) (3 marks)**
8. Briefly explain the role of culture in promoting better strategy execution. **(May 12) (4 marks)**
9. Explain the role of Strategic Management in non-profit organisations. **(May 13) (3 Marks)**
10. Define Strategic Change. Explain the various stages/phases of change process as propounded by Kurt Lewin. **(May 13) (1+3 = 4 Marks)**
11. Distinguish between Transformational leadership style and Traditional leadership style. **(May 13) (3 Marks)**
12. Distinguish between operational control and management control **(Nov 13) (3 marks)**
13. Write short notes on components of a Value Chain **(Nov 13) (3 marks)**
14. Briefly describe the impact of corporate culture on an organization **(May 14) (3 marks)**
15. Discuss the leadership role played by the managers in pushing for strategy execution. **(May 14) (4 marks)**

Descriptive Questions

1. What do you mean by strategic leadership? What are the two approaches to leadership style? To bring in strategic change which steps may be initiated? **(May 08) (3+3+4)**
2. Define value chain and analyze its role in strategic implementation. **(Nov 08) (2+5 marks)**
3. Write short notes on Network structure. **(Nov 10) (4 marks)**
4. Explain the major steps which are required for the successful implementation of supply chain management in the business organization **(Nov 13) (7 marks)**.

CHAPTER 7

REACHING STRATEGIC EDGE

CHAPTER END QUESTIONS

1. What is a business process? Give examples
2. What is re-engineering?
3. Why is BPR required? What are its shortcomings?
4. What is a core business process? Give examples in 5 industries.
5. Explain the role of information technology in BPR.
6. Explain the meaning of the word benchmarking.
7. What are the sources against which we should benchmark performance?
8. Outline the costs of bench-marking.
9. Outline the six steps in benchmarking.
10. What is meant by quality? How do you know that a product carries quality?
11. Give some examples of failure in quality.
12. What is implied by total quality management?
13. What are the quality factors in the accounting function?
14. Why do we need quality product or quality service? Explain the consequences of poor quality.
15. Explain Kaizen.
16. How is TQM different from continuous improvement?
17. What is the PDCA cycle?
18. Name four TQM principles.

19. Why do TQM efforts fail?
20. What is six-sigma? Explain each level of sigma.
21. What is DMAIC?
22. Explain DMADV.
23. Outline the six sigma theme.
24. What are the shortcomings of six-sigma?
25. How is e-commerce changing the world of business?
26. What are the limitations of e-commerce?
27. Is there a role for strategic management in educational institutions? Why?
28. Is there a role for strategic management in hospitals? Why?
29. Is there a role for strategic management in NGOs? Why?
30. Is there a role for strategic management in government organizations? Why?

TRUE / FALSE QUESTIONS

1. Reengineering has no relation with strategic management.
2. E-Commerce has intensified competition.

EXERCISES

1. Identify 10 factors for benchmarking theatres. Taking an imaginary theatre run a benchmarking exercise.
2. Identify a city restaurant that you frequent. Suggest a BPR exercise for them.

BLAST FROM THE PAST

State with reasons if the following statements are correct or incorrect (1 mark each)

1. The main focus of six sigma is on the shareholders. **(May 07)**
2. Bench marking and business process re engineering are not one and the same **(May 10)**.
3. Not-for-profit organizations are not required to have a strategy. **(Nov 10)**
4. E-Commerce technology opens up a host of opportunities for reconfiguring industry and company value chains. **(May 12)**
5. Total Quality Management (TQM) focusses on preventing rather than detecting defects. **(May 13)**
6. Fill up:
 - A. Benchmarking is process of continuous improvement in search for _____ advantage. **(Nov 11)**
 - B. Total Quality Management is a people focused management system that aims at continual increase in _____ at continually lower real cost. **(May 12)**
7. Six sigma efforts target following main areas:
 - Improving customer satisfaction
 - Reducing wastage
 - Reducing defects **(May 14)**

Short Questions

1. Define TQM. **(May 07) (2 marks)**
2. Describe briefly the use of Strategic Management techniques in Educational Institutions. **(Nov 11) (3 marks)**
3. Write short notes on role of IT in Business Process Reengineering. **(Nov 11) (4 Marks)**
4. Being a strategic professional, analyze and redesign the work force in the context of business process engineering. **(May 12) (3 marks)**
5. Elaborate the following principles that guide the Total Quality Management philosophy: **(May 12) (3 marks)**
 - (i) Universal quality responsibility
 - (ii) Preventing rather than detecting defects
 - (iii) Continuous improvement and learning

6. Distinguish between DMAIC and DMADV methodology of Six Sigma. **(May 12) (4 marks)**
7. “Three key characteristics of six Sigma separate it from other quality programs of the past,” Explain these characteristics. **(May 13) (3 Marks)**
8. Explain in brief, how E-commerce environment has affected the business? **(May 13) (3 Marks)**
9. Firms can use benchmarking process to achieve improvement in diverse range of management functions. Elucidate **(Nov 13) (3 marks)**
10. A global company has three characteristics. Explain **(Nov 13) (3 marks)**
11. Write short notes on Six Sigma **(Nov 13) (3 marks)**

Descriptive Questions

1. Define each of the following and analyze its role in strategic implementation:
a) B.P.R b) ERP
c) Benchmarking d) Value chain **(May 07) (2.5 marks each)**
2. What is benchmarking? Explain briefly the elements involved in benchmarking process. **(Nov 08) (3+7 marks)**
3. Define BPR. Briefly outline the steps therein. **(June 09) (4+6)**
4. What is six sigma? How is it different from other quality programs? Explain in brief themes of six sigma. **(Nov 09) (2+2+6)**
5. “The growing use of the internet by the business and consumers is changing the competitive scenario”. Identify the characteristics of the e-commerce environment doing so. **(Nov 10) (7 marks)**
6. What is TQM and compare it with traditional management practices. **(May 11) (6 marks)**
7. What is the rationale behind Business Process Reengineering (BPR)? What steps would you recommend to implement BPR in an organization? **(May 14) (7 marks)**

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