

FINAL EXAMINATION

December 2014

F-P13(MSM)

Syllabus 2008

Management Accounting - Strategic Management

Time Allowed: 3 Hours

Full Marks: 100

The figures in the margin on the right side indicate full marks.

(Please answer all part of the question at one place.)

SECTION - I (60 Marks)
(Strategic Management)

Answer Question No. 1 and any two more from the rest in this section.

1. (a) In each of the cases/statements given below, one out of the four alternatives is most appropriate. Indicate the correct answer: (Answer any ten) 1×10=10
- (i) The following is not a characteristic of Corporate Strategy:
 - (A) Formulated by lower level management
 - (B) Long term
 - (C) Integrated
 - (D) Action oriented
 - (ii) The following is not a Primary Measure in a balanced score card.
 - (A) Customer Perspective
 - (B) Competitor Perspective
 - (C) Internal Perspective
 - (D) Learning and Growth Perspective
 - (iii) The following is not a limitation of environmental analysis:
 - (A) It does not foretell the future
 - (B) It does not eliminate uncertainty
 - (C) It guarantees organizational effectiveness
 - (D) Its potential is often not realized
 - (iv) Strategic decision making towards achievement of mission is a primary responsibility of
 - (A) Board of Directors
 - (B) Corporate Managers
 - (C) Business Managers
 - (D) Both (A) and (B)
 - (v) The following has the maximum risk among the strategies presented in Ansoff's Matrix:
 - (A) Diversification
 - (B) Market Penetration
 - (C) Market Development
 - (D) Product Development

Please Turn Over

- (vi) Offensive Strategy is a strategy
- (A) for small companies that consider offensive attacks in the market.
 - (B) for those companies that search for new inventory opportunities to create competitive advantage.
 - (C) for the market leader who should attack the competitor by introducing new products that makes existing ones obsolete.
 - (D) for those companies who are strong in the market but not leaders and might capture the market share from the leader.
- (vii) Airtel's decision to go into the DTH business is an example of
- (A) Expansion
 - (B) Concentric Diversification
 - (C) Related Diversification
 - (D) Unrelated Diversification
- (viii) A separate division for a major product or a product line or a market in a multi product or a multi business organization is called
- (A) Strategic Business Unit
 - (B) Sister Business Unit
 - (C) Same Business Unit
 - (D) Specific Business Unit
- (ix) A tooth-paste maker's "brush your teeth twice a day" campaign is an example of the following corporate level strategic objective:
- (A) Improve return on assets
 - (B) Increase overall profit
 - (C) Increase sales by improving market penetration in the existing markets
 - (D) Increase manufacturing productivity
- (x) Target price is
- (A) Investment driven
 - (B) Product driven
 - (C) Market driven
 - (D) Cost driven
- (xi) The following does not provide an optimal solution:
- (A) Heuristic Model
 - (B) EOQ Model
 - (C) Critical Path Analysis
 - (D) Linear Programming Model

