

CA Intermediate – Group II (New Scheme)
SM SAMPLE TEST PAPER 5
Strategic Implementation and Evaluation

Course: CA Intermediate

Paper: 6B

Total Marks: 53

Name:

Reg. No.:

Date:

Attempt all the questions.

Answer to all the questions is to be given only in English.

PART 1: MCQs

(8 MARKS)

- _____ is responsible for strategic planning for the SBU and its profit.
 - CEO of the SBU.
 - CEO of the corporate of which SBU is a part.
 - Functional head of the SBU.
 - Divisional head of the SBU.
- Which of the following incorporates vertical communication?**
 - Old organisation design.
 - New organisation design.
 - New organisation design.
 - New organisation design.
- _____ is often known as a 'virtual organization', because it is composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks.
 - Functional structure.
 - Network structure.
 - SBU structure.
 - Divisional structure.
- The middle level managers in hourglass structure are generalists because _____.**
 - They perform wide variety of tasks.
 - They handle cross-functional issues emanating such as those from marketing, finance, or production.
 - They don't have much of work to do.
 - They are given general routine tasks that require no expertise.

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5. _____ style may be appropriate in turbulent environments, in industries at the very start or end of their life-cycles, in poorly performing organizations when there is a need to inspire a company to embrace major changes.
- A. Traditional Leadership
 - B. Transformational Leadership
 - C. Transformational Leadership
 - D. Both a and b
6. _____ refers to a collection of factors internal to work environment including a company's values, beliefs, business principles, traditions, ways of operating, philosophy, ways of approaching problems and making decisions, work climate, behaviour, thought patterns and personality of an organization.
- A. Management practices
 - B. Corporate culture
 - C. Ethical standards
 - D. Official policies
7. _____ is about placing the forces before the action.
- A. Strategic planning
 - B. Strategic formulation
 - C. Strategic implementation
 - D. All of the above
8. **Arrange the following steps in the process of strategy implementation.**
- i. Formulation of plans, programmes and projects.**
 - ii. Providing various behavioural inputs, so that the plans work.**
 - iii. Design of appropriate organizational structure.**
 - iv. Installation of suitable systems.**
 - v. Determination of functional policies.**
 - vi. Decision making on resource allocation.**
- A. iv, i, iii, v, vi, ii
 - B. iii, i, iv, v, vi, ii
 - C. i, iii, iv, v, vi, ii
 - D. iv, i, iii, v, vi, ii

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PART 2: Case Based Questions

(25 Marks)

Question 1:

Mr. R K Asthana, is owner of a popular brand of Breads. Mr. J D, his son after completing Chartered Accountancy started assisting his father in running of business. The approaches followed by father and son in management were very different. While Mr. R K Asthana preferred to use authority and having a formal system of defining goals and motivation with explicit rewards and punishments, Mr. J D believed in involving employees and generating enthusiasm to inspire people to deliver in the organization.

Discuss the difference in leadership style of father and son.

(5 marks)

Question 2:

Apple Inc. is known for its ability to come out with pathbreaking products. Though the work environment at Apple Inc. is relaxed and casual, yet, there is a very strong commitment to deadlines. The employees believe in "work hard play hard" ethic. The organisation has moved away from formal and hierarchical set up to a more results-driven approach. Employees are committed to strategies and work towards achieving them. They guard innovations, maintain confidentiality and secrecy in their working. They are closely related to values, practices, and norms of organisations.

What aspects of Apple are being discussed in the above scenario? Discuss how this can help Apple Inc. in good strategy execution process.

(5 Marks)

Question 3:

OTC Promoters Pvt. Ltd. is a service company. Two years back the company hired a reputed management consultant, PTC to formulate its strategy. PTC recommended an aggressive expansion plan. Now in an internal review meeting the company finds that many of the suggestions are not even fully considered.

Which part of strategic management process is missing in OTC Promoters Pvt. Ltd.? Mention the principal aspects of such a process that is missing in OTC Promoters.

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(5 marks)

Question 4:

Connect Group was one of the leading makers of the mobile handsets till a few years ago and which went at the bottom of the heap. Connect Group didn't adapt to the current market trends which eventually lead to its downfall. Which would have helped Connect Group to change, adapt and survive?

Explain the steps to initiate the change that would have helped Connect Group to change.

(5 marks)

Question 5:

TCS designed and deployed several transformational programs for the staff and customers of SBI. TCS's initiatives for SBI spearheaded channel reimagining, a customer analytics and insights, and included several self-service and personalization features to improve productivity and efficiency.

It included several breakthrough initiatives:

- SBI Digi Voucher: a green banking initiative that provides digital alternatives to paper vouchers through a multi-channel solution and as a mobile app.
- SBI Video Statement: animated and voice-guided customer-level statements, complete with analytics and customers spending patterns.
- SBI Scribe: a solution that converts non-digital data (handwritten text) into digital data (system readable) to drive high-level efficiencies in account opening and KYC.
- SBI Mingle: a solution that provides access to banking operations from social media.

It created new values for SBI customers. However, the transformation was not an easy task. The management had to struggle put lots of efforts to put things in an order within the organization.

As a strategist, suggest SBI the ways to manage such changes during above transformations in future.

(5 marks)

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PART 3: Descriptive Questions

(20 Marks)

Question 1: With the help of a model explain strategic management process.

(5 marks)

Question 2: What is strategic change? Explain the change process proposed by Kurt Lewin that can be useful in implementing strategies?

(5 marks)

Question 3: Discuss an ideal organizational framework as discussed by McKinsey.

(5 marks)

Question 4: How is multi-divisional (M-Form) structure is different from the SBU structure. Discuss with example.

(5 marks)



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