

# INTERMEDIATE (IPC) COURSE PRACTICE MANUAL

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## PAPER: 7B STRATEGIC MANAGEMENT



BOARD OF STUDIES  
THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA

This Practice Manual has been prepared by the faculty of the Board of Studies. The objective of the practice manual is to provide teaching material to the students to enable them to obtain knowledge in the subject. In case students need any clarifications or have any suggestions to make for further improvement of the material contained herein, they may write to the Director of Studies.

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## A WORD ABOUT PRACTICE MANUAL

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Businesses function in complex and dynamic environment. With the improvement in technology, the walls between the nations are receding and the world is fast becoming a single global village. In this era of globalization, businesses are moving across national boundaries to the different parts of the world. These changes have necessitated modifications in the business methods and strategies.

Further, on account of technological changes the business today is considerably different and much more complex than that it was earlier. Companies adopt different strategies to expand, grow, develop competencies, divest and compete with others. Accordingly, students of the subject can not restrict themselves to the matter given in the study materials. They should have an eye for the developments happening in the corporate world.

Students are advised to keep themselves updated with the latest changes in the contemporary business environment. They should regularly read students' journal – The Chartered Accountant Student and other publications such as members' journal and business magazines. It would be a very fruitful practice to read business newspaper on a daily basis. These steps will help you in gaining contemporary knowledge on the subject. It will also help you in answering questions and developing abilities to analyse and answer case studies problems.

This Practice Manual has been prepared to complement your desire to gain knowledge and improve your performance in the examinations. It should not be taken as guide or a set of questions expected in the examinations. Students need to study the subject comprehensively covering all aspects of the syllabus. Statement showing topic wise distribution of examination questions along with marks is also introduced in this edition.

The Practice Manual covers the subject matter in brief to help you in quickly revising the subject. It also covers a set of questions including those that have appeared in the previous examinations. The significant additions have been highlighted with bold and italics in the material. Some questions have also been included with hints or without answers to enable you to practice. This Practice Manual will provide useful guidance as to the manner of writing answers. You may write your own answers and then compare them with answers given in this Manual.

An activity has also been included at the end of each chapter. The idea is to make learning useful and also interesting. I am sure students will keep their level of enthusiasm high to do different activities and make learning practical.

In case you need any further clarification/guidance, please send your queries at [ssuneja@icai.in](mailto:ssuneja@icai.in) [tparamasivan@icai.in](mailto:tparamasivan@icai.in) and [ruchi.gupta@icai.in](mailto:ruchi.gupta@icai.in).

*Happy Reading and Best Wishes!*

**Paper – 7 : Information Technology & Strategic Management**

**Section – B : Strategic Management**

**Statement showing topic-wise distribution of Examination Questions along with Marks**

Examination	1. Business Environment		2. Business Policy and Strategic Management		3. Strategic Analysis		4. Strategic Planning		5. Formulation of Functional Strategy		6. Strategy Implementation and Control		7. Reaching Strategic Edge	
	Q	M	Q	M	Q	M	Q	M	Q	M	Q	M	Q	M
Nov., 2009	6(a)	2	7(b)	2	7(a)	2	7(a)	2	10(c)*	6	6(b)	2	9	10
	6(c)	2	10(b)*	2							10(d)*	4		
	8	10												
May, 2010	10(a)*	2												
	6a(2)	2	7(c)	2	8(b)	4	7(a)	2	6(b)	2	-		6(c)	2
	10(b)*	5	8(a)	4	10(a)*	3	7(b)	2	10(c)*	4				
Nov., 2010	8(iv)*	6												
			9(a)(i)	2	8(i)*	3	10	7	8(iii)	3	9(ii)	2	9(a)(i)	2
			9(b)(i)	1	8(ii)*	3	13(a)	4	14(b)	3	14(a)	4	12	7
May, 2011			9(b)(ii)	1	9(b)(ii)	1								
			13(b)	3	11(a)	4								
					11(b)	3								
May, 2011			9(b)(i)	1	8(i)*	3	8(iii)*	3	9(a)(ii)	2	10(v)	1	9(b)(i)	1
			10(i)	1	8(ii)*	3	8(iv)*	6	10(iii)	1	11(b)	3	10(vi)	1
			14(a)	4	10(ii)	1	9(b)(iii)	1	10(iv)	1	12(b)	3	12(a)	4
						10(vii)	1	11(a)	4	13(a)	4	13(b)	3	
										14(b)	3			

Examination	1. Business Environment		2. Business Policy and Strategic Management		3. Strategic Analysis		4. Strategic Planning		5. Formulation of Functional Strategy		6. Strategy Implementation and Control		7. Reaching Strategic Edge	
	Q	M	Q	M	Q	M	Q	M	Q	M	Q	M	Q	M
Nov. 2011	8(a)	3	8(c)	3	8(e)	3	9(b)(ii)	1	8(d)	3	10(ii)	1	9(b)(ii)	1
	8(b)	3	9(b)(i)	1	11(a)	4	13(b)	3	9(a)(ii)	2	14(b)	3	14(a)	4
	9(a)(i)	2	10(v)	1					10(i)	1				
	13(a)	4	12(a)	4					10(ii)	1				
May, 2012	8(a)	3	8(b)	3	9(b)(ii)	1	9(b)(i)	1	10(i)	1	8(c)	3	8(d)	3
	14(b)	3	9(a)(i)	2	10(vi)	1	10(iv)	1	10(ii)	1	8(e)	3	9(a)(ii)	2
	12(b)	3			10(vii)	1	10(v)	1	10(iii)	1	11(b)	4	9(b)(iii)	1
					14(a)	4	13(b)	3			12(a)	4	11(a)	3
Nov 2012	8(a)	3	8(b)	3	9(a)(i)	2	8(c)	3	8(d)	3	8(e)	3	9(a)(ii)	2
	10(i)	1	9(b)	3	10(iii)	1	10(iv)	1	10(v)	1	10(ii)	1	10(vii)	1
	11(a)	4	12(a)	4	12(b)	3	13(b)	3	13(a)	4	10(vi)	1	11(b)	3
	14(b)	4									14(a)	4	14(b)	3
May 2013	8(a)	3	9(b)	3	8(d)	3	8(c)	3	8(b)	3	12(a)	4	8(e)	3
	10	7	14(b)	3	9(a)(i)	2	13(b)	3	14(a)	4	13(a)	4	9(a)(ii)	2
Nov 2013	8(a)	3	8(e)	3	11	7	12(a)(i)	1	8(d)	3	8(b)	3	8(c)	3
	9(b)	3	9(a)(i)	2	14(a)	4	12(a)(ii)	1	10	7	9(a)(ii)	2	14(b)	3
							12(a)(iii)	1	12(b)	4	13(b)	3		
						13(a)	4			14(b)	3			

Examination	1. Business Environment		2. Business Policy and Strategic Management		3. Strategic Analysis		4. Strategic Planning		5. Formulation of Functional Strategy		6. Strategy Implementation and Control		7. Reaching Strategic Edge	
	Q	M	Q	M	Q	M	Q	M	Q	M	Q	M	Q	M
May 2014	8(c)	3	8(a)	3	12(b)	3	9(a)(1)	2	8(b)	3	8(e)	3	9(a)(ii)	2
	12(a)	4	8(d)	3	14(a)	4	13(a)	4	11(b)	3	11(a)	4	10	7
			9(b)	3					13(b)	3	14(b)	3		
Nov 2014	8(a)	3	8(b)	3	9(b)	3	9(b)	3	8(d)	3	8(e)	3	10	7
	8(c)	3	9(a)(i)	2	13(a)	4	13(a)	4	14(b)	3	11(a)	4		
	14(a)	4	11(b)	3	14(b)	3	14(b)	3			13(b)	3		

Note: 'Q' represents number of the question as they appeared in the question paper of respective examination. M represents the marks which each question carried.

The question papers of all the past attempts of IPCC can be accessed from the BOS Knowledge Portal on the Institute's website [www.icai.org](http://www.icai.org).

\* These questions are in the form of case studies. No case study are being presently being asked in the paper of strategic management from November, 2011 onwards.

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