

FINAL EXAMINATION

(REVISED SYLLABUS - 2008)

GROUP - III

Paper-13 : MANAGEMENT ACCOUNTING- STRATEGIC MANAGEMENT

Section I : Strategic Management

Q. 1. Differentiate between :

- (a) Plan and policy
- (b) Programmed and contingency strategy
- (c) Effects of learning and experience curve
- (d) Market and marketing research

Answer 1. (a)

Plan	Policy
A plan is directed towards achievement of specific objectives over a specified period of times.	A policy is a guide which delimits action but does not specify time. It is open ended, rather timeless. Thus, "a policy is not a plan, but guiding cannon of interest". Policies are planned expressions or understandings towards the range of behaviour, which guide or channel thinking and action in decision making and limit for discretionary action by individuals responsible for implementing overall plans.

Answer 1. (b)

Programmed Strategy	Contingency Strategy
(i) A programmed strategy is a strategy which is planned in such a detailed and integrated way that it is difficult to change it, once it has begun to be implemented.	A contingency strategy requires the planner to choose the preferred strategy, given the best estimates of conditions and other strategic choices. But it is flexible enough to allow for shifts in the thrust of the plan, when conditions warrant it.
(ii) In effect, programmed strategies emanate from first-generation planning.	Second generation planning leads to contingency strategy formation.
(iii) Programmed planning is suitable for stable environment with people who prefer well-defined roles.	The contingency strategy is suitable for unstable environment with people who prefer variety and stimulation.

Strategic Management Exam Papers

CS N.S. Zad, CS Divya Bajpai



Strategic Management Exam Papers:

Taxmann's CRACKER for Strategic Management & Corporate Finance (Paper 5 | SMCF) – Covering past exam questions (topic-wise) & answers for CS Professional | New Syllabus | Dec. 2025/June 2026 Exams CS N.S. Zad, CS Divya Bajpai, 2025-06-20 Strategic Management Corporate Finance CRACKER is a comprehensive exam oriented resource meticulously designed for CS Professional students appearing under the New Syllabus Group 2 Paper 5. The book is an all in one repository of fully solved previous exam papers curated in line with the latest examination trends and thoroughly updated in accordance with relevant provisions and case laws. The Present Publication is the 3rd Edition for the Dec 2025 June 2026 Exams. This book is authored by CS NS Zad and CS Divya Bajpai with the following noteworthy features:

- Fully Solved Previous Exam Papers
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- Topic wise Arrangement
- Past exam questions are meticulously arranged chapter wise enabling targeted and effective practice
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- Chapter wise Marks Distribution
- In depth analysis of marks allocation across chapters helping aspirants identify high yield topics and trends
- Trend Analysis
- Detailed examination of previous exams to highlight recurring question types and areas of emphasis
- ICSI Study Material Comparison
- Chapter by chapter cross reference with the official ICSI Study Material for holistic coverage

The book is divided into two comprehensive parts:

- Part I Strategic Management**
 - o Introduction to Strategic Management
 - o Analysing External Internal Environment
 - o Business Policy
 - o Formulation of Functional Strategy
 - o Strategic Analysis
 - o Planning
 - o Competitive Positioning
 - o Managing Multi Business Firm
 - o Analysing Strategic Edge
- Part II Corporate Finance**
 - o Sources of Corporate Funding
 - o Raising of Funds from Equity
 - o Procedural Aspects
 - o Public Funding
 - o Real Estate Investment Trusts
 - o Infrastructure Investment Trusts
 - o Raising of Funds
 - o Private Funding
 - o Raising of Funds
 - o Non Fund Based
 - o Overview of Listing
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 - o Additional Inclusions
 - o Solved Papers
 - o December 2024
 - o June 2025 with suggested answers
 - o Chapter wise Comparison with ICSI Study Material
 - o Extensive trend analysis and marks distribution charts

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- Chapters are organised in a manner that mirrors the structure of the official ICSI syllabus facilitating seamless integration with regular study plans
- Chapter wise Segregation
- Every chapter begins with a list of past exam questions pertaining to that topic followed by detailed updated solutions
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- Includes clear tables for marks distribution and trend analysis assisting students in strategic planning of their studies
- Study Material Mapping
- Each chapter references its equivalent in the ICSI Study Material for ease of cross learning and comprehensive coverage
- Solved Papers Section
- Complete solutions for recent exam papers are provided at the end for hands on exam practice

[Taxmann's CRACKER for Financial Management](#)

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Financial Management Strategic Management CRACKER is a comprehensive study companion tailored for CA Intermediate Group II Paper 6 students covering Financial Management 50 marks and Strategic Management 50 marks. This updated Edition is enriched with solved past exam questions including May 2025 references to ICAI's Revision Test Papers RTPs, Mock Test Papers MTPs, detailed trend analysis and chapter wise summaries. The book seamlessly blends theoretical concepts with practical problem solving techniques ensuring that readers develop a comprehensive understanding of both subjects and are well prepared for upcoming examinations. The Present Publication is the 10th Edition for the Sept 2025 Jan 2026 Exams. This book is authored by CA Rakesh Rathi and CA Vivek Panwar with the following noteworthy features:

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- Sectional Division
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- Solved Papers and Model Test Paper
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Taxmann's CRACKER for Operations

Management & Strategic Management (Paper 9 | OMSM) - Covering Past Exam Questions & Answers | CMA Intermediate | New Syllabus | Dec. 2025/June 2026 Exams Amarendra Kumar, 2025-06-28 This book is specifically designed to meet the requirements of the Intermediate Level Cost Management Accountancy Examination. It includes past exam questions and detailed answers aligned with the latest ICAI syllabus. The Present Publication is the 5th Edition for the CMA Intermediate New Syllabus Dec 2025 June 2026 Exams. This book is authored by Amarendra Kumar with the following noteworthy features: Strictly as Per the New ICAI Syllabus, Ensures complete alignment with the latest requirements, Content Coverage of Past Exam Questions including Module wise Solved Paper of June 2025, of Additional Practice Questions, Tabular Summaries Provided at the beginning of each chapter for quick reference, Marks Distribution Detailed module wise distribution from June 2023 onwards, Previous Exam Trend Analysis covered from Dec 2023 ICAI Study Material, Comparison is provided module wise for a comprehensive understanding. The contents of this book are as follows: Operations Management, of Operations Management, Introduction of Operations Planning, of Designing of Operational System and Control, of Production Planning Control, of Productivity Management and Quality Management, of Project Management, of Economics of Maintenance and Spares Management, Strategic Management, of Strategic Management, Introduction of Strategic Analysis, Strategic Planning, of Formulation, Implementation of Strategy, of Digital Strategy.

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