



Shikshadwar

Gateway to knowledge

INDIA'S BELOVED CA EDUCATORS
TEAM SHIKSHADWAR



CA ADARSH JOSHI

CA , B.COM

FOUNDER

- 8+ years of teaching experience in CA education
- Subject Expert in:
CA Foundation – Paper 2: Business Laws
CA Intermediate – Paper 2: Corporate and Other Laws
- Has uploaded over 3000+ educational videos for CA Foundation and CA Inter students
- Known for his dynamic, conceptual and “fun-and-learn” teaching style
- Guided thousands of students across India to success in CA exams
- Strong academic background with B.Com (BMCC, Pune) and ACA qualification
- Widely appreciated for his clarity, energy, and practical approach to law subjects
- Through Shikshadwar, offers comprehensive classes, books, tests, and mentorship to CA students



CAADARSHJOSHI



CA DARSHAN JAIN

CA , CS , LLB , DISA , DIRM , B.COM

CO FOUNDER

- Chartered Accountant by profession & educator by passion
- Teaching Financial Accounting , Financial Management & Strategic Management to CA Students For 12 Years.
- Practicing Chartered Accountant For Past 13 years in The Field of Audit , Direct & Indirect Taxes & Management Consultancy
- Elected as Convenor of The Jalna CA CPE Chapter of WIRC of ICAI For 2 consecutive years 20-21 & 21-22.
- He Has Successfully Completed & Qualified Following Certificate Course Conducted By ICAI
 1. Forensic Accounting & Fraud Detection
 2. Concurrent Audit of Banks
 3. Goods & Service Tax (GST)
 4. Public Finance & Accounting
 5. Drafting & Pleading Before Authorities
 6. Wealth management & Financial Planning
 7. Artificial Intelligence



@CA_DARSHAN_JAIN

CA TUSHAR TAPARIA

CA , LLB

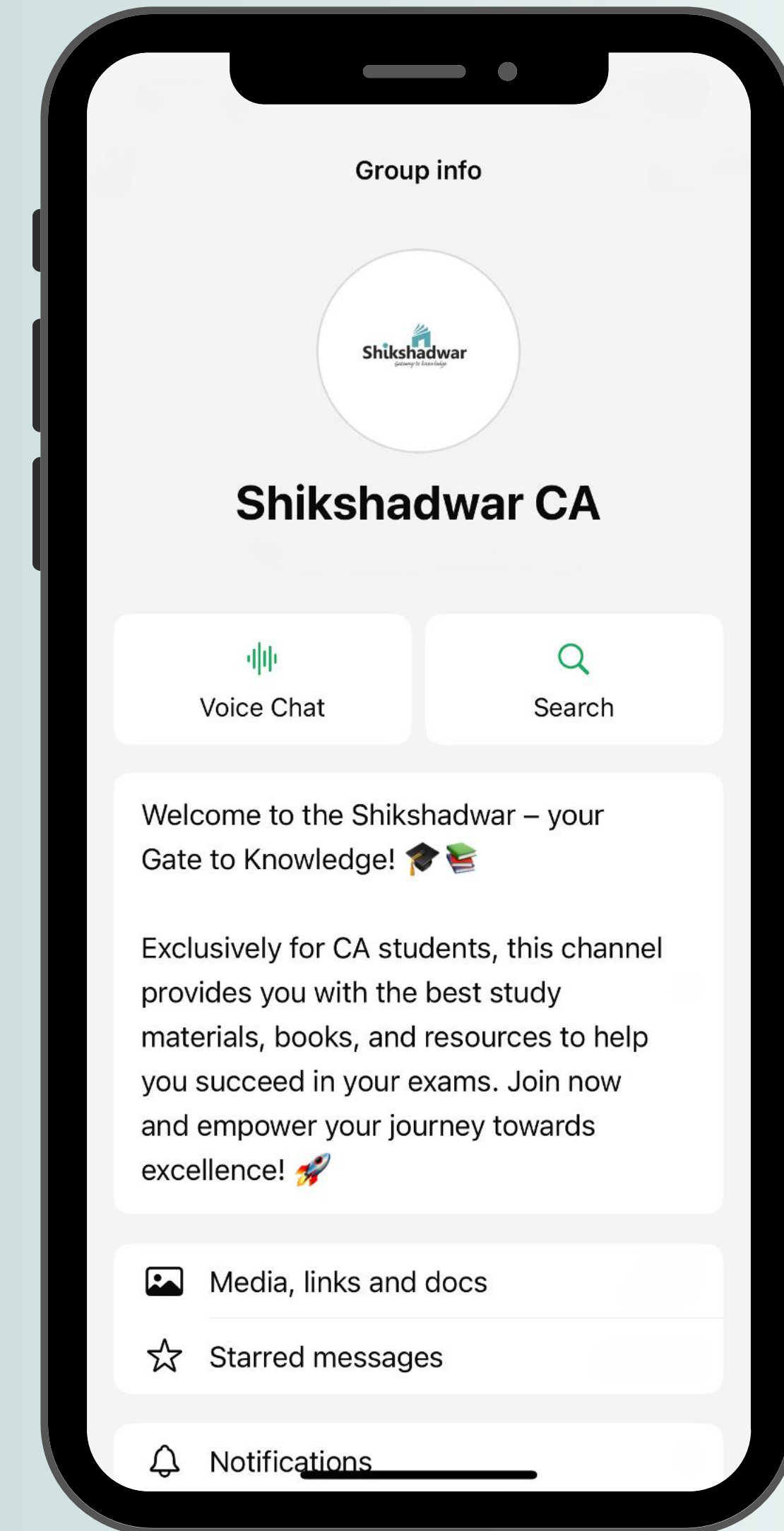
- A multi-faceted professional with a Chartered Accountancy qualification and a Bachelor's degree in Law.
- Brings 7+ years of teaching experience across CA and CS professional courses.
- Specializes in:
 - Taxation at CA Intermediate and CS Executive levels
 - Economics at CA Foundation level
- Known for simplifying complex concepts with crystal-clear explanations and practical insights.
- Expert in delivering Fasttrack batches with proven accelerated learning techniques.
- Frequently invited as a visiting faculty for Taxation at reputed coaching institutes.
- Loved by students for his interactive teaching style, real-life examples, and exam-oriented approach.



@CA_TUSHAR_TAPARIA



Join Now >>



<< **Join Now**





Your one-stop destination for CA

We prioritize delivering comprehensive, easy-to-understand, and exam-focused content to empower you in your professional journey. Our carefully curated resources are designed to build a solid foundation and guide you toward achieving your career goals.

CA Foundation

CA Intermediate



Class Features



Live Streaming

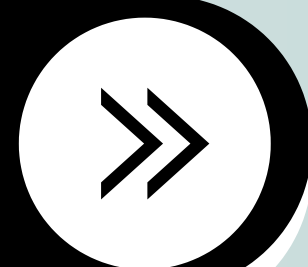
Experience the power of live learning anytime, anywhere. With our Android app, the classroom travels with you –



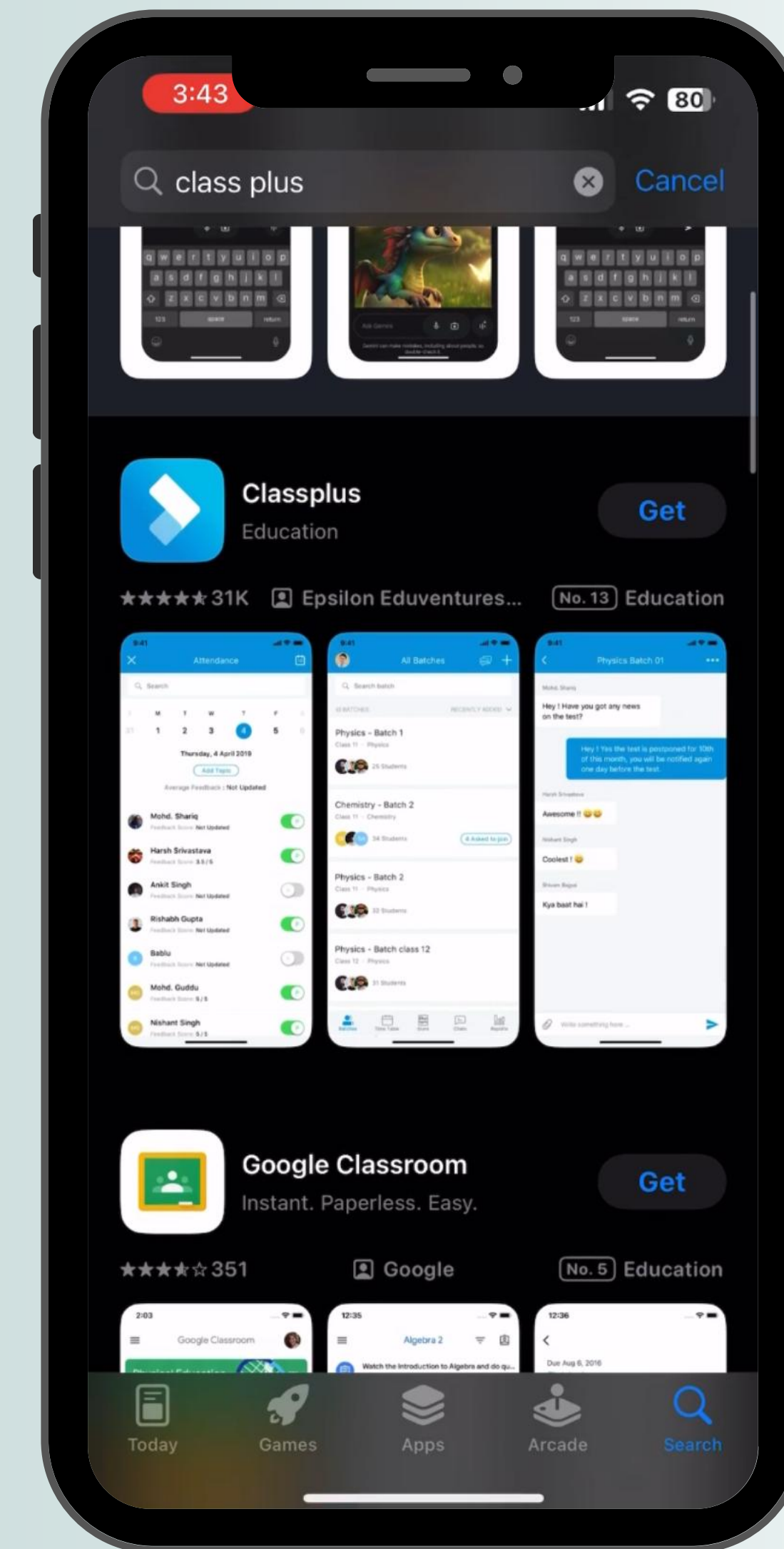
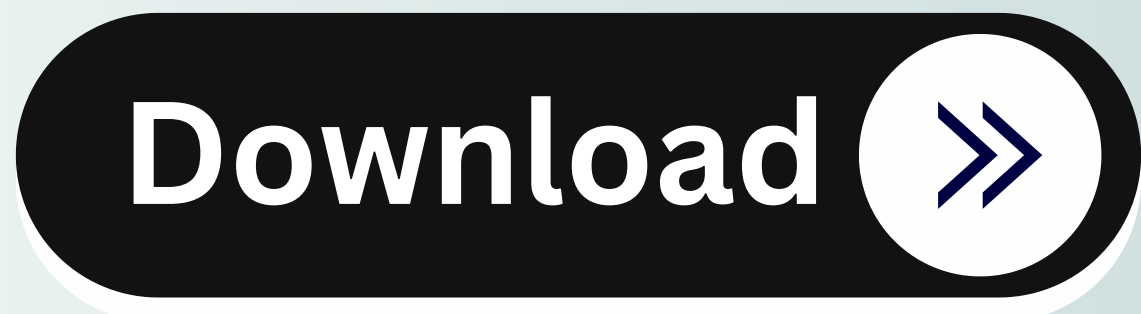
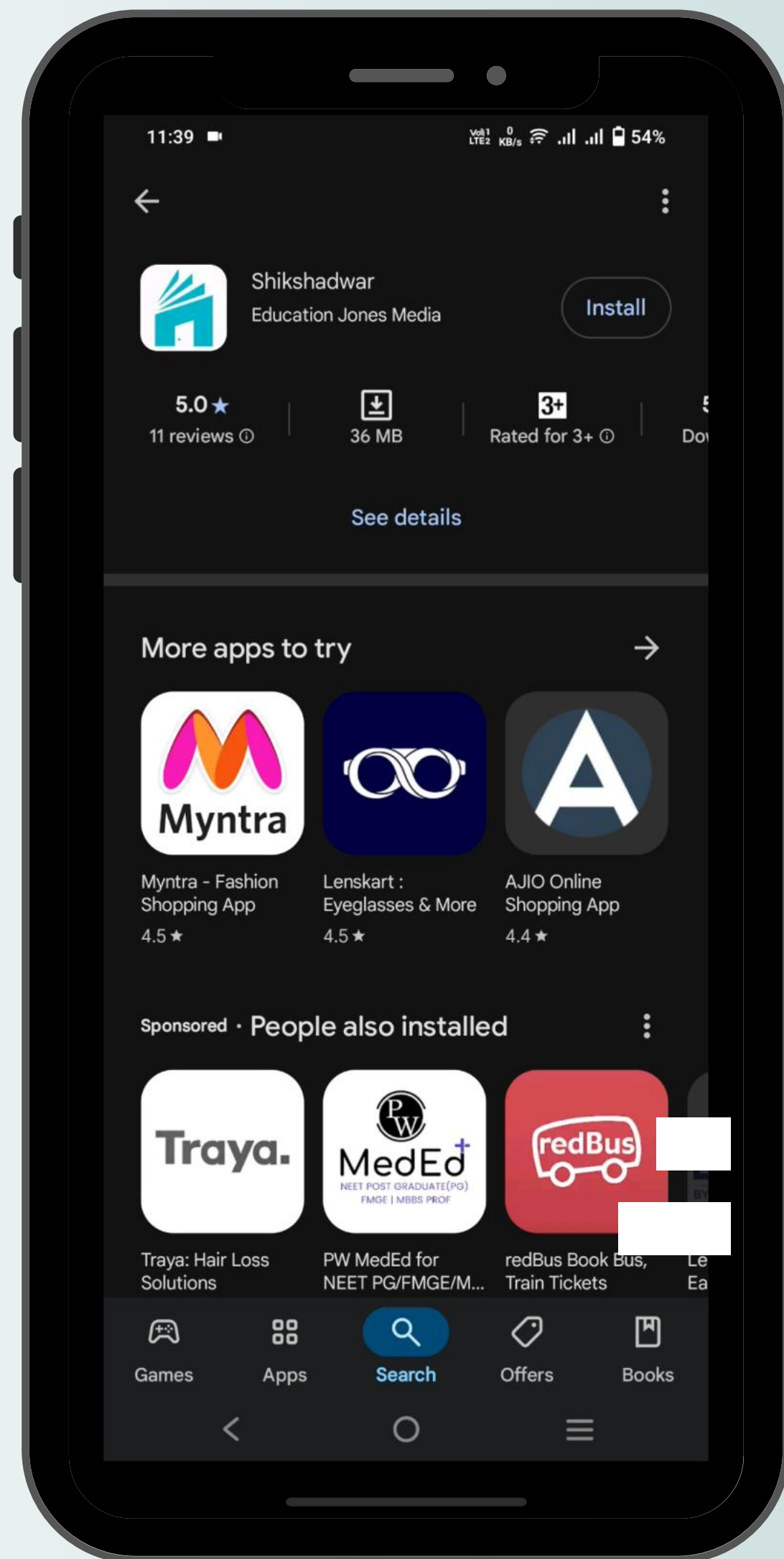
Book Series

Your ultimate destination for all CA study essentials. Discover a curated collection of books, perfectly aligned

Website



www.shikshadwar.com



(Use Org Code:
EMSOY)

CA INTERMEDIATE MAY 25

Marathons Live Streams



RRR - Result Oriented Rapid Revision

Most Imp Questions



One Shot MCQ's Marathon

Super Chart Revision









Amendments Ki Pathshala

20 -20 Series

CA INTERMEDIATE MAY 25

Marathons Schedule With Links

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
17/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	RRR	
18/4/2025	12.00 NOON	CA TUSHAR TAPARIA	GST	RRR	
19/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	RRR	
20/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	ONE SHOT MCQ MARATHON	
21/4/2025	2.00 PM	CA TUSHAR TAPARIA	GST	GST AMENDMENTS & ITS IMPORTANT QUESTIONS	
23/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	ONE SHOT MCQ MARATHON	

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
24/4/2025	2.00 PM	CA TUSHAR TAPARIA	DT	DT AMENDMENTS & ITS IMPORTANT QUESTIONS	
27/4/2025	8.00 AM	CA CS DARSHAN JAIN	SM	ONE SHOT MCQ MARATHON	
4/5/2025	8.00 AM	CA ADARSH JOSHI	LAW	MOST IMPORTANT QUESTIONS	
6/5/2025	3.00 PM	CA TUSHAR TAPARIA	TAXATION	20-20	
12/5/2025	8.00 AM	CA CS DARSHAN JAIN	FM	20-20	
13/5/2025	8.00 AM	CA CS DARSHAN JAIN	SM	SUPER CHART REVISION	

TEST PAPER
ON
STRATEGIC ANALYSIS
EXTERNAL ENVIRONMENT

1. Explain briefly the primary activities that are grouped into five main activities under Value chain analysis. (5)
2. Explain Porter's five forces model as to how businesses can deal with the competition. (5)
3. Buyers of an industry's products or services can sometimes exert considerable pressure on the company. In the light of the five forces as propagated by Michael Porter, explain this force. Also state as to when this leverage is evident. (5)
4. Examine the significance of KSFs (Key Success Factors) for competitive success. (5)
5. Explain the concept of Experience Curve and highlight its relevance in strategic management (5)
6. There are many companies in the market offering COVID vaccine. Analyse the product in terms of threat of new entrants. (5)

1. Explain briefly the primary activities that are grouped into five main activities under Value chain analysis.

(5)

ANSWER:

1. Bargaining Power of Buyers is another force that influences the competitive condition of an industry. This force becomes heavier depending on the possibility of buyers forming groups or cartels.
2. The bargaining power of the buyers influences not only the prices that the producer can charge but also influences costs and investments of the producer. This is because powerful buyers usually bargain for better services which involves more investment on the part of the producer.
3. Buyers of an industry's products or services can sometimes exert considerable pressure on existing firms to secure lower prices or better services.
4. This leverage is particularly evident when -
 - i. Buyers have full knowledge of the source(s) of products and their substitutes. Thus, challenging the price being charged by producers.
 - ii. They spend a lot of money on the industry's products i.e. they are big buyers. Thus, in a position to demand favourable terms of contract.
 - iii. The industry's product is not perceived as critical to the buyer's needs and buyers are more concentrated than firms supplying the product. They can easily switch to the substitutes available.

2. Explain Porter's five forces model as to how businesses can deal with the competition.

(5)

ANSWER:

Five forces model of Michael Porter is a powerful and widely used tool for systematically diagnosing the significant competitive pressures in the market and assessing their strength and importance. The model holds that the state of competition in an industry is a composite of competitive pressures operating in five areas of the overall market.

These five forces are:

- 1) **Rivalry among current players:** The rivalry among existing players is quite obvious. This is what is normally understood as competition. For any player, the competitors influence strategic decisions at different strategic levels. The impact is evident more at functional level in the prices being charged, advertising, and pressures on costs, product and so on.
- 2) **Threat of new entrants:** New entrants are always a powerful source of competition. The new capacity and product range they bring in throw up new competitive pressure. And the bigger the new entrant, the more severe the competitive effect. New entrants also place a limit on prices and affect the profitability of existing players.
- 3) **Threats from substitutes:** Substitute products are a latent source of competition in an industry. In many cases they become a major constituent of competition. Substitute products offering a price advantage and/or performance improvement to the consumer can drastically alter the competitive character of an industry. And they can bring it about all of a sudden. For example, coir suffered at the hands of synthetic fibre. Wherever substantial investment in R&D is taking place, threats from substitute products can be expected. Substitutes too usually limit the prices and profits in an industry.

4. **Bargaining power of customers:** This is another force that influences the competitive condition of the industry. This force will become heavier depending on the possibilities of the buyers forming groups or cartels. Mostly, this is a phenomenon seen in industrial products. Quite often, users of industrial products come together formally or informally and exert pressure on the producer. The bargaining power of the buyers influences not only the prices that the producer can charge but also influences in many cases, costs and investments of the producer because powerful buyers usually bargain for better services which involve costs and investment on the part of the producer.
5. **Bargaining power of suppliers:** Quite often suppliers, too, exercise considerable bargaining power over companies. The more specialised the offering from the supplier, greater is his clout. And, if the suppliers are also limited in number, they stand a still better chance to exhibit their bargaining power. The bargaining power of suppliers determines the cost of raw materials and other inputs of the industry and, therefore, industry attractiveness and profitability.

The collective strength of five forces together determine industry attractiveness/profitability. This is so because these forces influence the causes that underlie industry attractiveness/ profitability.

3. **Buyers of an industry's products or services can sometimes exert considerable pressure on the company. In the light of the five forces as propagated by Michael Porter, explain this force. Also state as to when this leverage is evident.** (5)

ANSWER:

1. Bargaining Power of Buyers is another force that influences the competitive condition of an industry. This force becomes heavier depending on the possibility of buyers forming groups or cartels.
2. The bargaining power of the buyers influences not only the prices that the producer can charge but also influences costs and investments of the producer. This is because powerful buyers usually bargain for better services which involves more investment on the part of the producer.
3. Buyers of an industry's products or services can sometimes exert considerable pressure on existing firms to secure lower prices or better services.
4. This leverage is particularly evident when -
 - i. Buyers have full knowledge of the source(s) of products and their substitutes. Thus, challenging the price being charged by producers.
 - ii. They spend a lot of money on the industry's products i.e. they are big buyers. Thus, in a position to demand favourable terms of contract.
 - iii. The industry's product is not perceived as critical to the buyer's needs and buyers are more concentrated than firms supplying the product. They can easily switch to the substitutes available.

4. Examine the significance of KSFs (Key Success Factors) for competitive success.

(5)

ANSWER:

1. An industry's Key Success Factors (KSFs) are those things that most affect industry members' ability to prosper in the marketplace - the particular strategy elements, product attributes, resources, competencies, competitive capabilities, and business outcomes that spell the difference between profit and loss and, ultimately, between competitive success or failure.
2. Key success factors are the prerequisites for industry success or, to put it another way, KSFs are the factors that shape whether a company will be financially and competitively successful.
3. An organisation with perceptive understanding of industry KSFs can gain sustainable competitive advantage by training its strategy on industry KSFs and devoting its energies to being distinctively better than rivals on one or more of these factors.
4. Business organisations that stand out on a particular KSF enjoy a stronger market position for their, efforts-being distinctively better than rivals on one or more key success factors presents a golden opportunity for gaining competitive advantage.
5. Using the industry's KSFs as cornerstones for the company's strategy and trying to gain sustainable competitive advantage by excelling at one particular KSF is a fruitful competitive strategy approach.
6. Key success factors vary from industry to industry and even from time to time within the same industry as driving forces and competitive conditions change.

5. Explain the concept of Experience Curve and highlight its relevance in strategic management

(5)

ANSWER:

1. Experience curve is based on the commonly observed phenomenon that unit costs decline as a firm accumulates experience in terms of a cumulative volume of production.
2. The implication is that larger firms in an industry would tend to have lower unit costs as compared to those for smaller companies, thereby gaining a competitive cost advantage.
3. Experience curve results from a variety of factors such as learning effects, economies of scale, product redesign and technological improvements in production.
4. Experience curve has following features:
 - a. As business organisation grow, they gain experience.
 - b. Experience may provide an advantage over the competition. Experience is a key barrier to entry.
 - c. Large and successful organisation possess stronger "experience effect".
 - d. As a business grows, it understands the complexities and benefits from its experiences.
5. The concept of experience curve is relevant for a number of areas in strategic management. For instance, experience curve is considered a barrier for new firms contemplating entry in an industry & It is also used to build market share and discourage competition.

6. There are many companies in the market offering COVID vaccine. Analyse the product in terms of threat of new entrants. (5)

ANSWER:

1. There are three companies offering a vaccine for COVID-19 in India and a fourth company is awaiting approval from authorities.
2. This product involves huge capital requirements and hence not every existing pharma company is likely to get into the competition.
3. However, once approved for use, the entire world is the target market. This would lead to economies of scale helping the company to recover the investments made.
4. The product differentiation is in terms of the low after effect of the vaccine and the effectiveness of the vaccine in controlling COVID-19. Brand identity is becoming very important with people preferring international brands compared to a home - grown company.
5. Factors like switching cost, access to distribution channels and possibility of aggressive retaliation do not apply at present because governments across the world are controlling these factors and the vaccine has not entered the phase of free competition.



**ALL THE
BEST!**

