



**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**  
**Post Graduate Diploma in Materials Management**  
**Graduate Diploma in Materials Management**  
**Paper 9**  
**Strategic Management**

**Dec 2014**

**Date : 17.12. 2014**  
**Time : 10.00a.m. to 1.00 p.m.**

**Max. Marks :100**  
**Duration : 3 Hrs.**

**Instructions:**

1. Part A – Contains 4 main questions which are compulsory. Each question carries **8 marks**.
  2. Part B – Answer any 3 questions out of 5 questions. Each question carries **16 marks**.
  3. Part C is compulsory and it is a case study carrying **20 marks**.
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**PART – A (compulsory) ( 32x 1= 32 marks)**

**Q-1: State True or False**

**8 marks**

1. Stated goals are also known as real goals.
2. Objectives are never linear.
3. If labour is heterogeneous, managing them is easy.
4. SCAN analysis is an example of objective driven SWOT.
5. A single Product strategy is least risky.
6. A risk prone manager has wide strategic choice before him.
7. Customization is not a way to differentiate a product.
8. A functional strategy is a short term game plan.

**Q-2: Write the full form of:**

**8 marks**

1. SBU
2. SCM
3. SEA
4. ERP
5. VMI
6. SQC
7. TQM
8. ETOP

**Q-3: Fill up the blanks.**

**8 marks**

1. Businesses which generate large amount of cash is called.....
2. In BCG, "B" stands for.....
3. When risk is minimised by spreading it over several businesses, it is called..... strategy.
4. Strategic plan is..... term plan.
5. .... is a vivid description of what the company wants to be in future.
6. When any part of a business organization is treated separately for strategic purpose it is called.....
7. Demographic changes is a part of..... environment.
8. When the governments take over a private sector industry, it is called.....

**Q-4: Match the following:**

**8 marks**

**A**

1. Strategic Plan
2. Action
3. Porter
4. Hub and spoke
5. ZBB
6. Virtual structures
7. Executive development
8. Services

**B**

- a) Resource Allocation
- b) Grouping of business units
- c) Business games
- d) Non-physical output
- e) Scanning process
- f) Competitive strategy
- g) Ultimate decision
- h) Long term plan

**PART – B**

**(Answer Any Three)**

**16 x 3 = 48 Marks**

Q-5: What is strategy? What are the characteristics of strategy?

Q-6: Explain Mckinney's 7 "S" Framework.

Q-7: Discuss the Quantitative factors influencing Strategic choice.

Q-8: Explain the different means of Resource allocation.

Q-9: What are the characteristics of an effective control system?

**PART – C**

**20 marks**

Q-10: Select any one of the following and make a comparative study of the performance of the two firms

1. BSNL and Airtel
2. NTPC and TATA Power
3. SAIL and TATA Steel

Questions:

- a. What are the comparative advantages and disadvantages of a public sector unit?
- b. What are your suggestions for formulating a strategy to make the public sector units more competitive?
- c. Do you agree with the disinvestment in public sector units?

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