



INDIAN INSTITUTE OF MATERIALS MANAGEMENT  
Post Graduate Diploma in Materials Management  
Graduate Diploma in Materials Management

Dec 2016

Paper 9  
STRATEGIC MANAGEMENT

Date : 15.12.2016

Max. Marks :100

Time : 10.00a.m. to 1.00 p.m.

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)**

**(32 x1 = 32 marks)**

**Q1) Give the expansion of**

- a. SBU
- b. ETOP
- c. SEA
- d. EFQM
- e. VMI
- f. BCG
- g. BIFR
- h. SAP

**Q.2) Fill in the blanks:**

- 1) \_\_\_\_\_ is the action stage of Strategic Management.
- 2) The Design approach was developed by \_\_\_\_\_ .
- 3) \_\_\_\_\_ refers to a spatial representation of how individuals perceive various brands.
- 4) When two firms dissolve their identity to create a new firm, it is called \_\_\_\_\_ .
- 5) \_\_\_\_\_ strategy is followed as a last resort.
- 6) \_\_\_\_\_ provides an understanding of the organization's culture affects its ability to change and adapt.
- 7) Lean Production is a part of the generic system of \_\_\_\_\_
- 8) In basket technique is a method of \_\_\_\_\_ programme.

**Q3) Write True or False**

- 1) Migration is a demographic factor.
- 2) Z score helps in strategy evaluation.
- 3) A boundryless organization has limited span of control.
- 4) A policy is a plan of action.
- 5) Product layout shows the steps by which a product is made.
- 6) A simple product usually appeals to all customers.
- 7) Risk averse manages resort to innovative way of doing things.
- 8) Strategy employs and Tactics deploy the resources.

**Q4) Match the following**

Column A	Column B
1) Virtual organization	a) Organization culture
2) Miles and Snow	b) Edgeless
3)Orientation Training	c) Population
4)Demography	d) New recruits
5) Benchmarking	e) 7 S Model
6) McKinsey	f) Comparison
7) Competitive Advantage	g) Strategy formulation
8) SWOT	h) Porter

**PART – B**  
**(Answer Any Three)**

**3 x16= 48 Marks**

- Q5)** Explain in detail the elements of Strategy.
- Q6)** What are the evaluation technique for operational control?
- Q7)** What are the characteristics of objective?
- Q8)** Discuss the demographic factors affecting the environment.
- Q9)** Explain the Quantitative factors influencing strategic choice.

**PART - C [ Compulsory ]**

**20 - Marks**

**Q10) Case Study**

Identify an organization that has enjoyed great growth in recent years. To what degree and in what ways do you think this firm's success resulted from good strategic management?

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