



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management
Graduate Diploma in Materials Management
Paper 9(NEW)
Strategic Management

June 2016

Date : 15.06.2016
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**.

PART – A (compulsory)

(32 x1 = 32 marks)

Q1. Expand the following terms:

8 marks

- a) SWOT
- b) TQM
- c) EBIT
- d) VCA
- e) CPM
- f) ROE
- g) ROA
- h) SGA

Q2. Match the following

A	B
1. Operations Management	a. Reduced business response time
2. Strategic Business Unit	b. Explore and create new markets for products
3. Services	c. A Budgeting method
4. Strategic Plan	d. Grouping of Business Units
5. ZBB	e. Extension of the divisional Structure
6. E- Business Strategies	f. Transforms raw material into finished goods
7. Hub and Spoke	g. Long Term Plan
8. Market Segmentation	h. Non-physical output

Q3. Fill in the blanks with appropriate word:

8 marks

- a) In BCG, "B" stands for _____
- b) Demographic changes is a part of _____ environment
- c) A Good Mission Statement reflects the anticipation of _____
- d) If two or more organizations dissolve their identity to create a new firm, it is called _____
- e) _____ manufacturing is an application of group technology where a portion of a firm's

manufacturing system has been covered to cells.

- f) Elements of strategic Management include Analysis, Choice, Implementation and _____
- g) The two environments an organization to consider are external and _____ Environments
- h) _____ is a form of organizational structure promoting dual subordination.

Q4. State True or False

- a) Quick ratio is a non- liquidity ratio
- b) Positioning is the art of deciding the organizations offer and image
- c) A single product strategy is always a risky one
- d) The Mission guides the operations of the firm by providing directions and sense of purpose
- e) Strategic Management Techniques can be viewed as Bottom-up , Top-down or Collaborative Process.
- f) Customization is not a way to differentiate a product.
- g) A functional strategy is a short term game plan.

**PART – B
(Answer Any Three)**

3 x16= 48 Marks

Q5. What are the various means of resource allocation? Explain in brief.

Q6. Discuss the steps in the strategic management process.

Q7. Write short note on (any two)

- a. Strategic decision making
- b. Competitive profiling
- c. SBU (Strategic Business Units)
- d. Niche Strategy

Q8. Explain Michel Porter's five force model

Q9. State the advantages and disadvantages of any two forms of organizational structures.

PART - C [Compulsory]

20 - Marks

Q – 10 : CASE STUDY

A multinational company manufacturing mobile phones wants to venture into the Indian rural markets. As a Strategic Management Consultant, develop the following.

- a) SWOT for the company
- b) Strategic policy to be adopted for successful venturing into the markets.
- c) Major issues in strategic implementation
- d) Benchmarking for the company
