

**DEC-2009**

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

**Paper No. 9**  
**Strategic Management**

Date : 16.12.2009  
Time : 10.00AM to 1.00 PM

Max. Marks :100  
Duration :3 Hrs.

- Instructions :**
1. Part A - Contains 4 main questions( 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 carries 20 marks
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**Part A**

Q : 1 State true or false : **8 marks**

- a) Strategy evaluation is the first stage in strategic management.
- b) Strategic management basically aims at formulating & implementing effective strategic.
- c) The SBU structure is an extension of the divisional structure.
- d) Strategic environmental Assessment is a system of deriving environmental consideration from policies, plans and programs.
- e) The specific term strategic environmental assessment relate to German Policy.
- f) Strategic analysis provides a basis for strategic choice.
- g) The firm's external environment is challenging & complex.
- h) Departmental level strategies are also known as Grand strategies.

Q : 2 Write two major strengths, weakness, opportunity and threat of any Public Sector Undertaking. **8 Marks**

Q : 3 – Write briefly on following **8 marks**

- a) Internal Analysis
- b) Strategic Planning
- c) Goals
- d) External Environment
- e) Liquidation Strategy
- f) Strategic Environment Assessment
- g) Value Chain Analysis
- h) Types of Benchmarking

Q : 4 Expand the following terms : **8 marks**

- |         |         |          |         |
|---------|---------|----------|---------|
| 1. FERA | 2. EFQM | 3. SEC   | 4. ROE  |
| 5. SAP  | 6. CEC  | 7. SSEBI | 8. DFMA |

**Part : B**

**Solve any 3 questions out of 5 question. Each question carries 16 marks.**

Q : 5 (a) What are the elements of strategy ?

(b) What are SBU (Strategic Business Unit)?

Q : 6 What is a strategy ? What are the characteristics of strategy?

Q : 7 Explain McKinney's 7 "S" frame work.

Q : 8 Explain the following :

[a] Political Environment

[b] Legal Environment

[c] Agriculture Environment

Q : 9 (a) What are the features of competitive advantages ?

(b) What are the elements of strategic management?

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**Part - C - (Compulsory)**

**Total 20 marks**

**CASE STUDY**

Q : 10 Take a case of large retailing firm, say Reliance Fresh Limited.

(a) Identify the key factors affecting performance of the retailing firm.

(b) Suggest an effective system of operational control so that it can keep its costs under check and show improved performance.

(c) Is there any way to suitable modify the conventional accounting tools and techniques adopted by retailing firm so as to ensure better operational control? If yes, please elaborate in detail?

(d) Do you advise that retailing firms should use both quantitative and qualitative measures to evaluate better operational controls? If yes, why?

(e) Can you propose the ways through which strategies can identify the gaps between actual performance and standards initiate corrective steps to set everything in order?