

DEC-2010

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

Paper No. 9
Strategic Management

Date : 20.12.2010
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) Divestment strategy is also known as divestiture or spin off strategy -
- b) Differentiation strategy involves attempting to develop products and services that are viewed as unique in industries.
- c) Product-service mix enables us to decide how to produce.
- d) Functional strategy is a long-term game plan for an important functional strategy within the firm.
- e) The SBU's autonomy will decrease if profits are lower than the parent expects.
- f) Strategic Planning architecture is based on bottom-up system of management.
- g) The mission is an enduring statement of purpose that distinguishes one business from other similar firms.
- h) Strategic Environmental Assessment (SEA) is different than Strategic Environmental Impact Assessment.

Q : 2 What is the purpose of strategic management process ? 8 marks

Q : 3 – Write briefly on following (Any four) 8 marks

- (a) Features of strategic plan
- (b) Scope : As an element of Strategy
- (c) Human resources strategy
- (d) Marketing strategy
- (e) Hostile takeover

- (f) Orientation training
- (g) Strategic Budget

: 2 :

Q : 4 Expand the following terms :

8 marks

- (a) ABC
- (b) BSC
- (c) GT
- (d) VCA
- (e) MRTP
- (f) BIFR
- (g) SEA
- (h) ETOP

Part : B – Solve any 3 questions. Each question carries 16 marks.

Q : 5 (a) What is a Role of Objective ?

(b) Which are different Characteristics of Objective?

Q : 6 Write short notes on any two

(a) External & Internal Environment

(b) Economic Environment

(c) Legal Environment

(d) International Environment

Q : 7 (a) What are different types of benchmarking?

(b) Give any two examples of benchmarking.

Q : 8 Which are the features of Functional Structure? Write the advantages and Limitations of the functional structure

Q : 9 (a) What is SWOT analysis ? Illustrate SWOT analysis with diagram and mention the benefits of SWOT analysis

(b) Explain the Strategic & Creative use of SWOT analysis.

: 3 :

Part C - Compulsory

Total 20 marks

Q : 10 Read the following questions and answer appropriately.

(a) What is a Vertical Integration?

(b) Narrate any three examples of Vertical Integration.

(c) Compare benefits v/s costs associated with Vertical Integration.

(d) Name the different types of Mergers. Give any two examples of Mergers or Acquisitions.

(e) Can you elaborate the advantages of Vertical Integration over Horizontal?
