

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

**Paper – 9**  
**Strategic Management**

Date : 17.06.2009  
Time : 10.00am To 1.00pm

Max. Marks : 100  
Duration : 3 Hours

**Instructions:**

- 1) Part A contains 4 main questions (Compulsory). Each question carries 8 marks.
  - 2) Part B – Answer any 3 questions out of 7 questions. Each question carries 16 marks.
  - 3) Part C – Compulsory and it is a case study carries 20 marks.
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**PART – A**

- Q.1. Indicate if the following are True OR False. 8 marks**
1. In a virtual organization operation are not constantly reformed.
  2. Information is a tangible asset.
  3. Project structure reduces environmental complexity.
  4. Product structure is based on organizational output.
  5. JIT demonstrate the entire job with the help of experts.
  6. Positioning is the art of deciding the firms offer and image.
  7. Threat is a positive consideration.
  8. A strategy is same as tactic.
- Q.2. Write the full forms ; 8 marks**
1. SEA
  2. VCA
  3. ETOP
  4. BIFR
  5. ROA
  6. ABC
  7. SBU
  8. BSC
- Q.3. Write two major strength and weakness, opportunity and Threat of Indian Railways. 8 marks.**
- Q.4. Write short notes :-**
1. Strategy
  2. Internal environment
  3. Merger
  4. Intangible assets.
  5. Mission
  6. Marketing mix
  7. Vertical integration
  8. Control Process
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## PART – B

Answer any 3 out of 7 questions.

16 x 3 = 48.

- Q.5.** a) What are the dimensions of strategic decision making .  
b) Explain the nature and characteristic of strategic decision.
- Q.6.** Define mission and explain the components of mission statement.
- Q.7.** Explain in brief the components of external environment .
- Q.8. Explain the following:-**  
1. Turn around strategy  
2. Liquidation strategy  
3. Divestment strategy
- Q.9. Discuss how competitive advantage can be acquired .**
- Q.10.** a) Explain the procedure for bench marking .  
b) Explain e- business strategy.
- Q.11. Explain seven ' S' model.**
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## PART – C

### CASE STUDY

**20 marks**

Speed Technologies is an Indian Company with three major divisions : 1. notebooks  
2. desktops 3. accessories . Its total revenue for the last year approximated Rs. 1130 crores,  
ad its net operating income was Rs. 53 crores.

The organizational structure of the company is considered to be quite formal. Each division operates as an independent unit and is responsible for its own activities, with only modest direction from the corporate office. It also has offices located in Nepal and Sri Lanka. These office function as liaising office for local importers. The monthly requisitions from the importers are directly dispatched by the corporate office. The sale of the company from these two countries is marginal and their market share in market is also low. However, there is huge potential.

Considering this, the company intends to expand its network in both the countries with little control from the head office. It intends to increase the workforce and setup local assembling units.

1. Is the present structure of speed technologies functional or divisional ? Discuss.
2. What kind of structure will you suggest in two countries?

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