



**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**  
**PGDMM/PGDSCM&L – Two Years Course**

**COMPUTER MARKED ASSIGNMENT (CMA) For **Jan-June 2020 semester.****

**Semester 2**  
**PAPER –10**  
**STRATEGIC MANAGEMENT**

**Instructions:**

1. Answer all 50 questions ( compulsory). Each question carries 2 marks **Total : 100 Marks**
  2. Read instructions given on the OMR answer sheet and answer the questions.
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1. Followings are the levels of strategy, choose the incorrect one?
  - a. Corporate
  - b. Business
  - c. Functional
  - d. Structural
2. Strategic management is mainly the responsibility of
  - a. Lower management
  - b. Middle management
  - c. Top management
  - d. Office staff
3. Types of strategic business units are of?
  - a. 2
  - b. 3
  - c. 4
  - d. 6
4. Which is not the basic feature of strategic intent?
  - a. Direction
  - b. Discovery
  - c. Destiny
  - d. Detention
5. The Process of creating a vision consists of two components, namely Core ideology and?
  - a. Envisioned future
  - b. Broad time horizon
  - c. Strategic thinking
  - d. Problem solving
6. Strategic management deals with
  - a. Production and quality
  - b. Profit and loss
  - c. Balance sheet
  - d. Business process
7. Vertical integration is concerned with
  - a. Supply chain
  - b. production
  - c. Quality
  - d. Planning

8. ETOP stands for?
  - a. environmental threat & opportunity project
  - b. environmental threat & opportunity profile
  - c. environmental treaty & opportunity profile
  - d. environmental threat & optimum profile
  
9. Porter's generic strategies are
  - a. Low price, differentiation, focus
  - b. Cost leadership, differentiation, cost focus, focus differentiation
  - c. Price leadership, differentiation, focus
  - d. Low cost, differentiation, focus differentiation
  
10. Corporate Strategy is concerned to know
  - a. Market
  - b. Divestment
  - c. Management
  - d. Investment
  
11. Which one of the following is not part of micro environment?
  - a. Technology
  - b. Shareholders
  - c. Competitors
  - d. Public
  
12. Which is one of the methods of Growth/Expansion Strategy?
  - a. Diversification
  - b. Ownership
  - c. Concentric
  - d. Conglomerate
  
13. Which one of the following is not part of macro environment?
  - a. Law and Policies
  - b. Demographics
  - c. Suppliers
  - d. Social Values
  
14. Scenario planning technique is used by organisation for?
  - a. Long term planning
  - b. Short term planning
  - c. Ad-hoc planning
  - d. Routine planning
  
15. Which is not the type of stability strategy?
  - a. Pause with caution strategy
  - b. Profit strategy
  - c. Market research strategy
  - d. No change strategy
  
16. Which one of the following includes questions like, what is our business? And what are the values and preferences of an organization?
  - a. Priority Statement
  - b. Mission Statement
  - c. Motivation Statement
  - d. Problem Statement

17. The Prescriptive School of thought on strategy include
- The Design School
  - The Positioning School
  - Neither A and B
  - Both A and B
18. The observing, analysing and spreading information relating of business environment both external and internal to the organisation is
- Environmental Scanning
  - SWOT Analysis
  - Market research
  - ETOP
19. An organisation's intended strategy is changed during its implementation and results in realised strategy. The difference in the intended strategy and realised strategy is often a result of
- Deliberated Strategy
  - Emergent Strategy
  - Unrealised Strategy
  - Strategic intent
20. The framework for establishing good corporate governance and accountability was originally set up by
- Cadbury Committee
  - Hampel Committee
  - Greenbury Committee
  - Nestle Committee
21. The system by which companies are directed and controlled is called:
- Corporate regulations
  - Corporate governance
  - Corporate administration
  - Corporate compliance
22. A company's most effective instrument of corporate governance are:-
- Board of directors
  - Shareholders
  - Top executives
  - CEO
23. The Internal environment is related with the factors internal to an organisation, which are considered as?
- Constant
  - Uncontrollable
  - Controllable
  - General
24. A statistical technique which helps to calculate the future trends from the data of current trends?
- Estimations
  - Modelling
  - Extrapolation
  - Mapping

25. Which of the following is not the part of Michael Porter's five force model?
- Supplier Power
  - Buyer Power
  - Entry Barriers
  - Trade Union Power
26. The bargaining power of the supplier is less than that of the buyer when
- Volume of purchase is low
  - The buyer's profit margin is low
  - Cost savings from the supplier's product are minimal
  - Threat of backward integration by buyers is low
27. Effective strategic management requires an understanding of organizational resources and?
- Competencies
  - Speciality
  - Policies
  - Mission
28. VRIO stands for?
- Valuable, interesting, rare, organised
  - Profitable, important, right, original
  - Valuable, Rareness, Imitability and organized
  - Valuable ,interesting, rare, organised
29. Horizontal integration is useful when a firm
- undertakes a new activity of supplying inputs
  - takes up the same type of products at the same level of production of marketing process
  - expands geographically
  - acquires a competitor's business
30. Which of the following groups represents the stakeholders of a company?
- The owners of the company
  - The people who purchases the shares of the company
  - The people who have a special stake or claim on the company
  - The people who are in the management a company
31. Switching costs refer to the
- Cost to a producer to exchange equipment in a facility when new technologies emerge.
  - Cost of changing the firm's strategic group.
  - One-time costs suppliers incur when selling to a different customer
  - One-time costs customers incur when buying from a different supplier
32. Innovation is defined as
- The commercialization of a new product or process.
  - The invention of a new product or process.
  - A new product or process idea.
  - The implementation of a new production method.
33. Which one is not included in the four components of Balanced Score Card?
- Mission,
  - Perspectives
  - Measures
  - Discussions

34. The new role of HR in the Change Management process should be as
- A strategic business partner
  - A support function to the core functions
  - An ad-hoc partner to projects
  - An extra resource when required
35. Innovation is defined as
- The commercialization of a new product or process.
  - The invention of a new product or process.
  - A new product or process idea.
  - The implementation of a new production method.
36. Process innovation refers to:
- The development of a new service
  - The development of a new product.
  - The implementation of a new or improved production method
  - The development of new products or services
37. Which of the following are valuable in a standards war?
- Competitive advantage
  - Late mover advantage
  - Early mover advantage
  - Technological advantage
38. Which of the following is NOT an assumption of the resource-based model?
- Each firm is a unique collection of resources and capabilities.
  - All firms possess the same strategically relevant resources.
  - Resources are not highly mobile across firms.
  - Firms acquire different resources and capabilities over time.
39. A cost leadership strategy provides goods or services with features that are
- Acceptable to customers.
  - Unique to the customer.
  - Highly valued by the customer.
  - Able to meet unique needs of the customer
40. In marketing, who is the central focus of most of the activities?
- Director
  - Supplier
  - Customer
  - Marketer
41. The risks of a cost leadership strategy include
- Becoming "stuck in the middle."
  - Production and distribution processes becoming obsolete
  - The ability of competing firms to provide similar features in a product
  - Customers deciding the product isn't worth what the firm must charge for

42. A firm successfully implementing a differentiation strategy would expect
- Customers to be sensitive to price increases.
  - To charge premium prices.
  - Customers to perceive the product as standard.
  - To automatically have high levels of power over suppliers.
43. Which of the following is not a typical strategic objective or benefit that drives mergers and acquisitions?
- To gain quick access to new technologies or other resources and capabilities
  - To create a more cost-efficient operation out of the combined companies
  - To expand a company's geographic coverage
  - To facilitate a company's shift from a broad differentiation strategy to a focused differentiation strategy
44. Which one of the following create a brand new firm by merging existing entities
- Acquisition of stock
  - Merger
  - Shared agreement
  - Consolidation
45. Module of Flotilla strikes an optimum balance of?
- Optimisation and flexibility
  - Standardisation and flexibility
  - Organization and flexibility
  - Flexibility only
46. What does Stars Symbolize in BCG Matrix?
- Introduction
  - Growth
  - Maturity
  - Decline
47. When a firm combines the activities related to the present activity on the basis of Value chain, is known as
- forward integration
  - backward integration
  - integration strategy
  - horizontal integration
48. GE 9 Cell model based on
- Industry attractiveness and Business Strength
  - Industry Growth rate and Business Strength
  - Industry attractiveness and relative market share
  - Industry growth and relative market share
49. An agreement between firms to create a separate, co-owned entity established to pursue a joint goal is called?
- Consolidation.
  - Strategic alliance
  - Joint venture.
  - Merged alliance.

50. Which of the following is not one of the five generic types of competitive strategy?
- a. A low-cost provider strategy
  - b. A broad differentiation strategy
  - c. A focused low-cost provider strategy
  - d. A market share dominator strategy

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