



# INDIAN INSTITUTE OF MATERIALS MANAGEMENT

## Post Graduate Diploma in Materials Management

Dec 2011

## Graduate Diploma in Materials Management

### Paper 9 Strategic Management

Date : 14.12.2011  
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**.

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### **Part A**

Q : 1 Expand the following terms :

- a) SEC -
- b) CPM -
- c) ETOP -
- d) FERA -
- e) GT -
- f) SAP -
- g) DFMA -
- h) SEA -

Q : 2 Enlist the differences between strategic control & operational control.

Q : 3 State the following statements are True or False

- a) Strategy evaluation generally operates only one level.
- b) Modes of strategic management are the approaches adopted by managers in formulating & implementing strategy.
- c) Strategic choice provides a basis for strategic analysis.
- d) Strategic implementation is the action stage of strategic management.
- e) Strategic choice is the final stage in strategic management.
- f) Value is the sum total of benefits received and costs paid by the customer in a given situation.
- g) An objective indicates the result that the organization expects to achieve in the short run.
- h) SAP tries to find out organizational strengths and weaknesses in relation to certain critical success factors within a particular industry.

: 2 :

Q : 4 Write briefly on following (any 4)

- a) Strategic Analysis
- b) Planning Mode
- c) Synergy
- d) Vision, Mission & Objectives
- e) Liquidation Strategies
- f) Cost of Benchmarking

**PART – B**

Q : 5 What are the factors influencing the organization structure?

Q : 6 a) What are the dimensions of strategic decisions?

b) Enlist the differences between Market focused and a resources based strategy.

Q.: 7 What is strategic decision making? Explain nature and characteristics of strategic decision.

Q : 8 Discuss various elements of the Mckinsey's 7-S Model.

Q. : 9 What are different types of benchmarking ? Give few latest examples of benchmarking.

**PART – C (Compulsory)**

Q : 10 You are assigned a task of establishing a firm dealing with logistics service provider for a retail outlet across the nation. Frame out following :

- (a) List out the performance parameter on which you will design the function.
- (b) How can you take care of impact of internal and external environment for this function?
- (c) Which features will you identify to have competitive advantages over the competitors?
- (d) Can you suggest a means by which the retail outlet can manage both quantitative and qualitative control on inventory holdings?
- (e) Workout SWOT analysis.

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