



**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**  
**Post Graduate Diploma in Materials Management**  
**Graduate Diploma in Materials Management**  
**Paper 9(NEW)**  
**Strategic Management**

**Dec 2015**

**Date : 16.12.2015**

**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 (compulsory)**

**(32 x1 = 32 marks)**

**Q 1. Give the full form of**

- a. SBU
- b. EOQ
- c. BEP
- d. VCA
- e. SCM
- f. ETOP
- g. RBV
- h. SAP

**Q.2. State True or False.**

- i. Tactics follow and facilitate Strategy.
- ii. Mission is an enduring Statement of purpose.
- iii. Topography is a not a part of natural environment.
- iv. A single product strategy is a safe strategy.
- v. SBU is an extension of divisional structure.
- vi. Size does not influence the structure.
- vii. SEC is the final phase of strategy management.
- viii. Corporate Revival is a short term strategy.

**Q. 3 Fill in the blanks.**

- i. \_\_\_\_\_tells what is good or bad.
- ii. Patents are \_\_\_\_\_asset.
- iii. \_\_\_\_\_is a means of resources allocation.
- iv. \_\_\_\_\_is an act of designing the firm's offer and image.
- v. Five Forces Model is developed by\_\_\_\_\_.

vi. The time frame of operational strategy is\_\_\_\_\_.

vii. The father of scientific Management is \_\_\_\_\_.

viii. \_\_\_\_\_Budget is concerned with long term profitability.

**Q. 4 Match the following. (8 Marks)**

**A**

- 1) Lean production
- 2) Design approach
- 3) Benchmarking
- 4) PERT
- 5) Service Blue printing
- 6) Strategy
- 7) Differentiation
- 8) Govt. Policies

**B**

- a. Service innovation
- b. Set of Key Decision
- c. Competitive advantages
- d. External environment
- e. Cellular manufacturing
- f. Alfred Chandler
- g. Rank Xerox
- h. Performance Appraisal

**PART – B**  
**(Answer Any Three)**

**3 x16= 48 Marks**

Q.5. Distinguish Between Market Focused and Resource Based Strategy.

Q.6. Explain the features of a good mission statement.

Q.7. Explain the different Executive development Programme.

Q.8. Describe in detail Value Chain Analysis.

Q.9. Explain in brief the different strategic routes to build competitive advantages.

**PART - C [ Compulsory ]**

**20 - Marks**

**Q – 10 : CASE STUDY**

Take the case of an MNC operating in the FMCG Section.

i. What steps should it take to allocate resource to different competing division?

ii. What kind of problems could be expected to surface?

iii. How can these be dealt with?

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