



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

DEC.2018

Post Graduate Diploma in Materials Management

Graduate Diploma in Materials Management

Paper 9
STRATEGIC MANAGEMENT

Date : 27.12.2018

Max. Marks :100

Time : 10.00a.m. to 1.00 p.m.

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**.

PART – A (compulsory)

(32 x1 = 32 marks)

Q1) Give the expansion of

8 marks

- a. SBU
- b. SWOT
- c. SEA
- d. ETOP
- e. SAP
- f. VCA
- g. SCM
- h. MRTP Act.

Q.2) Fill in the blanks: Select appropriate option.

8 marks

- 1) Mission is a statement of _____.
a) Vision b) Purpose c) Scope
- 2) SBU structure is an extension of _____ structure.
a) Corporate. b) Operational. c) Divisional..
- 3) Alfred Chandler proposed that Structure follows _____.
a) Goals. b) Strategy. c) Mission.
- 4) Demographic factors are part of _____ environment.
a) External b) Internal c) Organization

- 5) Purchase of a firm by a larger firm is called _____.
- a) Merger. b) Acquisition. c) Take over
- 6) _____ Strategy is followed as last resort.
- a) Liquidation. b) Amalgamation c) Turn around
- 7) Product-service mix is a part of _____ Strategy..
- a) Procurement b) Marketing c) Operational
- 8) Return on investment is a _____ factor for evaluation of strategy..
- a) Qualitative. b) Quantitative. c) Deciding

Q3) Write True or False

8 marks

- 1) Differentiation is a generic strategy.
- 2) Niche strategy is different from focus strategy.
- 3) Tactical level of performance is measured by financial growth.
- 4) Financial strategy is a functional level strategy.
- 5) Vertical integration allows growth of firm within same overall industry.
- 6) According to Kotler, competitive advantages are sustainable.
- 7) Risk prone managers resort to novel ways of doing things..
- 8) Value chain analysis helps in identifying strength and weakness of each activity.

Q4) Match the following

8 marks

Column A

Column B

1.	Cost leadership	a.	Comparison
2.	Migration	b.	Pioneer of Strategy..
3.	Dissolution of two firms	c.	Porter
4.	Bench marking	d.	Toyota lean production system..
5.	Peter Drucker	e.	Generic strategy.
6.	Non-Physical output	f.	Consolidation..
7.	Cellular manufacturing.	g.	Services.
8.	Five forces model	h.	Demography.

PART – B
(Answer Any Three)

3 x16= 48 Marks

Q5) Explain how political environment affects strategies of a company. How will you plan to minimize effects.

Q6) Which industry is better suited to follow cost leadership strategy? Explain reasons and processes to follow this strategy.

Q7) Why should a company resort to Bench marking? How does it help in improving performance?

Q8) Which is the best way for expansion of business? Acquisition, merger or integration? Explain with reasons.

Q9) Write short notes on any two. (2x 8 = 16 marks)

- 1) Diversification Strategy.
- 2) Strategic Business Units..
- 3) Strategy evaluation criteria..
- 4) SWOT analysis for strategy formulation.

PART - C [Compulsory]

20 - Marks

Q – 10 : CASE STUDY

You are involved in a Start-Up firm for fashion design apparels. Explain how you will raise resources and what strategies you will follow for scaling up your business and capturing market share.
