



Post Graduate Diploma in Materials Management - 3 years
Graduate Diploma in Materials Management

Paper 9
STRATEGIC MANAGEMENT

Date : 26.12.2019

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)
(Each sub-question carry 1 mark)

Q1) Give the expansion of (8 marks)

- a. LBO
- b. OCF
- c. EFQM
- d. DFMA
- e. FDI
- f. ROA
- g. ABC

Q.2) Fill in the blanks: (8 marks)

- 1) Strategic planning tends to be _____ management responsibility. (Top, Middle, Bottom).
- 2) One extension of divisional structure is _____ (Matrix design, Project dept., SBU)
- 3) Igor Ansoff recommended _____ approach.(Analytical, positional, Strategic)
- 4) Political factors are part of _____ environment (External, Internal, Organizational)
- 5) Dissolution of a firm with other firm to create new entity is called _____
(Acquisition, Take over, Consolidation.)
- 6) As a last resort a firm goes for _____. (Liquidation, Amalgamation, Turn around).
- 7) Difference between what was intended and what is achieved is known by _____ analysis.
(SWOT, GAP, ABC).
- 8) A _____ strategy is designed to arrest a negative trend in business.
(Turn around, Acquisition, liquidation).

Q.3 Write True or False. (8 marks)

- 1) Differentiation is a generic strategy.
- 2) Migration is a Demographic factor.
- 3) Risk averse managers resort to innovative way of doing things.

- 4) Procurement strategy is a functional level strategy.
- 5) Concentric Circles is a Scanning process.
- 6) Five forces model is developed by Kotler.
- 7) Commitment of past strategies is a analytical factor in Strategic Choice.
- 8) Value chain analysis helps in identifying strength and weakness of each ac

Q4) Match the following

(8 marks)

Column A	Column B
1) Strategy implementation	a) DFMA approach
2) Migration	b) Reduces response time of firm.
3) Cellular manufacturing	c) 7-S Frame work.
4) E-Business strategy	d) Peter Drucker..
5) Pioneer of strategy	e) Non-physical output.
6) Services	f) Measurable.
7) Product-Service Mix.	g) Toyota's lean production system.
8) Goals	h) Demography.

PART – B

(Answer Any Three)

3 x16= 48 Marks

Q5) Explain how demographic environment affects strategies of the company. How will you plan to minimize effects and create opportunities? **(16 marks)**

Q6) What is Focus/Niche strategy? Which type of industry should follow this strategy? What is your opinion on effectiveness of this strategy. **(16 marks)**

Q7) SWOT analysis is not limited to profit seeking organizations.—discuss and explain. **(16 marks)**

Q8) What are objectives of your organization? How objectives play role in strategic choices? **(16 marks)**

Q 9) Write short notes on any two.(**2x8 = 16 marks**)

- 1) Mergers and Acquisitions..
- 2) Five force model for competitive profile..
- 3) Balanced score card..
- 4) Natural environment and its effects on strategy.

PART - C [Compulsory]

20 - Marks

Q10) Case Study

A Airline industries are in trouble due to fuel prices and other environmental factors. Demand for air travel is still high and flights are always full.

Questions:

- 1) What is ailing the airline operations?
- 2) How airlines can earn profits by changing operational strategies?
- 3) What are your suggestions/strategic options for viability of Airline industry in India?
