



# INDIAN INSTITUTE OF MATERIALS MANAGEMENT

## Post Graduate Diploma in Supply Chain Management & Logistics

### Post Graduate Diploma in Materials Management - 2 years

#### PAPER No. 10

#### Strategic Management

Dec 2019

Date : 24.12.2019  
Time : 10.00 a.m to 1.00 p.m.

Max. Marks : 100  
Duration : 3 Hrs.

#### Instructions:

1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark.
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 20 marks.
3. Part C - Case study - Compulsory

Total: 20 Marks  
Total : 60 Marks  
Total 20 marks

#### PART – A (compulsory)

(20 x1 = 20 marks)

#### Q. 1) Expand the following terms:

[ 5 marks ]

- a) SBU                      b) VUCAc) SWOT                      d) ROC                      e) SEBI

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

[ 5 marks ]

- a) Strategy is put into action through -----  
(i) Resource allocation                      (ii) Formulating long term plans  
(iii) Establishing strategic intent                      (iv) Strategic decision making
- b) ----- refers to the ability of an organization to use its knowledge, skills and resources to attain edge over competition  
(i) Innovative capabilities                      (ii) Operations capability  
(iii) Financial capability                      (iv) Marketing capability
- c) Difference between the targeted results and the actual outcome is referred to as -----  
(i) SWOT analysis                      (ii) environmental analysis  
(iii) GAP analysis
- d) Strategy implementation is done at ----- level  
(i) Business unit                      (ii) Functional                      (iii) Corporate
- e) The responsibility for overseeing the management activities and long term decision making in an organization lies with -  
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(i) Managing Director                      (ii) Board of Directors                      (iii) Chairman

#### Q. 3) State 'True' or 'False'

[ 5 marks ]

- a) Corporate Strategy and Business Strategy are one and the same
- b) Mission guides the operations of the firm by providing direction and sense of purpose.
- c) The process of strategy formulation does not include selection of best alternative
- d) Competitive strategy aims at achieving business goal through cooperation with other companies
- e) Autocratic leadership style enables quick decision making

#### Q. 4) Match the following

[ 5 marks ]

Column A		Column B	
1	Functional Level Strategy	A	Porter
2	Intellectual property rights	B	Shared values and principles
3	Competitive analysis	C	Value Chain Analysis
4	Corporate culture	D	Marketing Plans
5	Primary activities	E	Technological factor

**PART – B**  
**(Answer Any Three)**

**( 3 x20= 60 Marks)**

- Q. 5)(a)** Explain the concept of strategy and the reasons for its formulation at different levels; Illustrate your answer with examples from your organization **(10 marks)**
- (b)** What is Strategy Formulation? Discuss the various elements of strategy formulation process. **(10 marks)**
- Q. 6)** (a) Bring out the importance of strategic management and discuss the different stages in the strategic management process and its application in different functional areas of the organization. Illustrate your answer with a neat diagram **(10 marks)**
- (b)** Under what circumstances do companies resort to retrenchment strategies? Explain the various retrenchment strategies used by companies. Which strategy would you recommend and why? **(10 marks)**
- Q. 7)** (a) What do you understand by the term “Environmental scanning”? Why is it necessary to do it? Does it also include the internal environment of an organization? Enumerate the various data sources for environmental scanning. **((10 marks)**
- (b)** What are the reasons for companies adopting expansion strategies? Briefly describe the various expansion strategies available to companies and the circumstances which favor the selection of a particular strategy. **(10 marks)**
- Q. 8)(a)** Analysis of internal environment helps an organization to develop strategies in alignment with the opportunities available in the external environment by avoiding the threats. Explain this statement with appropriate examples. Describe briefly the components of internal environment. **(10 marks)**
- (b)** What do you understand by the term “Strategic Choice”? What are the factors affecting strategic choice? **(10 marks)**
- Q. 9)** Write Short Notes on **(Any Four) (4 x 5 = 20 marks)**
- (a) Resource allocation for strategy implementation and the factors affecting it
  - (b) Phases of Project Management
  - (c) Matrix Organizational Structure and its merits and demerits
  - (d) Strategic Evaluation Process
  - (e) Concept of Balanced Scorecard for Performance Measurement
  - (f) State of Corporate Governance in India
  - (g) Corporate Social Responsibility and necessity for its integration with organization's objectives.

**PART - C [ Compulsory ]**

**(20 - Marks)**

**Q. 10) Read the case given below carefully and answer the questions at the end**

Can you manage a Football Team like you manage a Retail Giant? Arthur Blank, co-founder of the Home Depot and owner of the NFL's Atlanta Falcons, was making a presentation on leadership to a group of undergraduate business students. During the question and answer session after the presentation, one student asked Blank what he thought about competitors and competitor analysis. Blank answered saying, “At the Home Depot we didn't focus a lot of our attention on our competitors. We focused on what was the right thing to do for our customers. Then we did that to the best of our ability.” Most of the class appreciated this answer, but one person raised his hand to follow-up, “That is easy to do when you are the clear market leader, and so much bigger than your closest competitor, but what about the Falcons? You have to deal with a salary cap, free agency, player injuries, revenue sharing, and you have only had 8 winning seasons since 1966. That is nearly 40 years!”

**Questions:**

**[5 x4 = 20 marks]**

1. Think about strategic analysis for a market leader versus less dominant companies. Is it different? If so, in what ways?
2. Conduct a brief five forces analysis for both the Home Depot and Atlanta Falcons
3. Conduct a brief core competence analysis for both organizations
4. Which approach is more appropriate for which organization? Why?
5. Bring out the learning points from this case study.

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