



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Logistics & SCM
Post Graduate Diploma in Materials Management - 2 years
PAPER No.10 (enrollment code –CPM, CPS)
PAPER No. 9(enrollment code- PMM,PSM)

Dec 2022

Strategic Management

Date : 14.12.2022

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

Max. Marks : 70

Duration : 3 Hrs.

Instructions:

1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark. **Total : 20 Marks**
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks. **Total :30 Marks**
3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions **Total: 20 Marks**

Part – A

[20 Marks]

(Attempt all questions. Each sub question carries 1 mark.)

Q1 Give the expansion of:

[5 marks]

- a. RBV b. CSF c. ERP d. FIBA e. ETOP

Q2. Fill in the blanks

[5 marks]

- a. _____ approach can be viewed as bottom-up approach
- b. Corporate level strategies work towards the _____ and objective of an organisation
- c. Financial restructuring takes place when there is _____ in sales because of certain adverse economic condition
- d. The strategic capabilities can be divided into _____ categories.
- e. Firm is successful in achieving _____ only after other firm's effort to duplicate or imitate it are failed.

Q3. Write True or False

[5 marks]

- a. According to Pearce and Robinson, "Strategic choice is a decision which determines the future strategy of the firm"
- b. Disinvestment strategy is the part of Retrenchment strategy
- c. Economic environment of an organisation is influenced by Inflation Rate.
- d. CII have introduced Corporate Governance
- e. Horizontal Integration is merging two or more organisation or consolidating on business units

Q4. Matching Col "A" and Col "B"

[5 marks]

Column A

Column B

- 1.ETOP
2. Balance Scorecard
- 3.Quantitative analysis
- 4.Management by objective
5. Element of Mission statement

- A. Kaplan & Norton
- B. Techniques for environmental analysis
- C. Peter Drucker
- D. Sales Growth
- E. Market Description

PART-B

Write any three (3) of the following questions 10 marks each) (30 Marks)

Q 5. Short Note on any of the 2 of the following : [2 x 5 = 10 marks]

- A. TOWS MATRIX
- B. Strategic LEAP Control
- C. Balanced Scorecard
- D. Matrix Structure

6. Explain the different levels of strategy practised in an organisation. Why is Mission statement needed for an organisation ? What are features of Mission statement? –**[10 marks]**
7. Why Competitive Analysis is so vital for any organisation ? Explain how this is done ? How Political & Economic factors effect an organisation? – **[10 marks]**
8. Define tactics . Explain Market location tactics in detail. List out some reasons why Strategy fails . --- **[10 marks]**
9. Why Creativity is essential for organization in the present world ? What are the characteristics of a Creative organization? --- **[10 marks]**

Part C (Compulsory)

Q. 10) Read the case given below carefully and answer the questions at the end (20 marks)

ABC Limited is a large Global Semi conductors manufacturer company. Semiconductor Industry is growing and capacity is needed .The Firm faced significant competitive pressure from Asia .The firm can expand its existing operations in Turkey , Israel and Russia . Or to seek alternative site in China, Malaysia or Singapore .Should ABC expand the current capacity in Turkey , Israel and Russia or Open new Plants China, Malaysia or Singapore. The Management is very committed to meet the Customer demand and to bring innovation and Product variety

- 1.What are the External and Internal Environmental Analysis to be carried out
2. Frame justification with the pros and cons of different factors
3. Frame the Vision statement for the company .
4. Which option do you think will be most suitable, ie Either to expand existing operations or build alternate site . Prepare a Grand strategy for the same .
