



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Logistics & SCM
Post Graduate Diploma in Materials Management - 2 years

Dec 2023

PAPER No.10 (enrollment code –CPM, CPS)
PAPER No. 9(enrollment code- PMM,PSM, CMM,CSM)[OFFLINE EXAM]

Strategic Management

Date : 13.12.2023
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.)

Q. 1) Expand the following terms:

(5 Marks)

- a) CSF b) VUCA c) SBU d)ERP e) VRIO

Q. 2) Select appropriate option

(5 Marks)

(a) Which of the following seeks to relate the goals of the organization to the means of achieving them?

- (i) Strategy (ii) Execution (iii) Monitoring (iv) Management

(b) Which is **NOT** a limitation of Strategic Management?

- (i) Time consuming process (ii) Difficult estimation of competitive responses
(iii) Costly process (iv) Understandable complex environment

(c) Which of the following is **NOT** a component of internal business environment?

- (i) Organizational Resources (ii) Trade Policies
(iii) Organizational Competencies (iv) Organizational Capabilities

(d) The first step in the process of strategy implementation is -----

- (i) Communicate the strategy (ii) Allocate Resources
(iii) Align initiatives with strategy (iv) Monitor and control

(e) The decision-making process in which the decision maker is a unique actor who has an intelligent and rational behavior, is referred to as -----

- (i) Rational-analytical (ii) Intuitive-emotional
(iii) Behavioral-political (iv) Logical-reasonable

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

(5 Marks)

- a) Tax subsidies are good for business
- b) Financial strategies are primarily concerned with encouraging employee participation in the attainment of organization's goals.
- c) Strategy is formulated at four levels
- d) The subsidies cannot be good for business
- e) Competitive strategy aims at achieving business goal through cooperation with other companies

Q. 4) Match the following

(5 Marks)

Column A

Column B

1	Patents	A	Checking variation from desired plans
2	Core Competency	B	Porter
3	Strategic Control	C	Intangible resources
4	Mission	D	Purpose of Business
5	Competitive analysis	E	C K Prahalad and Gary Hamel

PART-B

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

Q. 5)

- a) What do you understand by "Strategic Business Unit (SBU)" Explain the types of SBUs, with a neat diagram
- b) Discuss the role of strategic Management in Marketing, Finance, and HR Departments.

(2 x 5 = 10 marks)

Q. 6)

- a) Explain the concept of core competency. What are the criteria which core competency needs to fulfill? Illustrate your answer with examples from industry.
- b) With the help of a neat diagram, explain the steps involved in the process of strategic choice.

(2 x 5 = 10 marks)

Q. 7)

- a) What is meant by "Corporate Restructuring"? Why do companies resort to restructuring? Illustrate your answer with examples from industry
- b) Process of strategy implementation cannot be completed without proper resource allocation. Explain with examples the ways in which allocation can be done and the approaches and the challenges faced in resource allocation.

(2 x 5 = 10 marks)

Q. 8)

- a) What are Performance Standards? Discuss with a neat diagram the Balanced Score Card Approach for Performance monitoring
- b) Discuss the importance and role of corporate governance.

(2 x 5 = 10 marks)

Q. 9) Write Short Notes on (Any Two)

(2 x 5 = 10 marks)

- a) Porter's Five Forces Model
- b) Quantitative and Qualitative methods of strategic evaluation
- c) Various theories of corporate governance
- d) Types of strategies for internationally operating organizations.

Part C (Compulsory)

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

[20 marks]

M/s Speed Technologies is an Indian Company with three major product divisions – 1. Notebooks 2. Desktops and 3. Accessories. Its total revenue for the last year approximated Rs. 1130 crores and its net operating income was Rs. 53 crores.

The operational structure of the company is considered to be quite formal. Each division operates as an independent unit and is responsible for its own activities with only modest direction from the corporate office. The company also has offices located in Nepal and Sri Lanka. These offices function merely as liaisons offices for their local importers. The monthly requisitions from the importers are directly dispatched by the corporate office. The sale of the company to these two countries is presently marginal and their market share in these countries is also low. However, the company estimates that there is huge potential for increased demand from these countries.

Considering this, the company intends to expand its network in both the countries with little control from the head office. It also intends to increase the workforce and set up local assembling units in these countries.

Questions

- a. What is the present organizational structure of this company? Discuss.
- b. What is the mode of entry adopted by this company for entry to foreign markets?
- c. What kind of structure will you suggest in these two countries?
- d. Do you think that the company should also consider setting up manufacturing facilities in these countries?
