



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Logistics & SCM Post Graduate Diploma in Materials Management - 2 years PAPER No. 9(enrollment code- PMM,PSM, CMM,CSM) [ONLINE EXAM] **Strategic Management**

DEC 2023

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]

(Compulsory - Attempt all questions each question carries 1 mark)

Q.1 Select the right answer

[5 marks]

1. _____ level strategy is designed to carry out the day-to-day activities
(a) Corporate (b) Functional (c) Business (d) All of these
2. _____ is the philosophy that guides the organization to the path of success
(a) Core ideology (b) Competitiveness (c) Relationship (d) None of these
3. Mission statement represents one of the important parts of _____
(a) Strategic Mgmt. (b) Corporate Mgmt. (c) Operational Mgmt. (d) Functional Mgmt.
4. Organizational competencies is one of the important parts of the _____ environment
(a) Internal (b) External (c) Both (d) None of these
5. The process of comparing the actual performance with the potential performance is
(a) Score card (b) Indicator (c) Competition (d) Gap analysis

Q.2 Fill in the blanks

[5 marks]

1. _____ are the results an organization wishes to achieve in the long-term and short-term
2. Transnational strategy is one of the strategies of _____ strategy
3. People, process and technology are basis on which _____ management strategy rests
4. Values used to achieve organizational goals and objectives are _____
5. _____ leadership style refers to low concern for people and production

Q.3 Mention True or False

[5 marks]

1. Multi domestic strategy is an international strategy
2. Respecting the right of the share holders is part of corporate governance
3. A multi-level SBU is an organization that is divided according to the product
4. Vision organizes the aspirations of the organization's future
5. Critical Success Factors are those that are the growth facilitating factors

Q.4 Match The following**Wh[5 marks]**

		COLUMN B	
Sr. No.		Sr. No.	
1	Democratic Leadership	A	Process restructuring
2	Business process re-engineering	B	Organization integration
3	Enterprise resource planning	C	Niche markets
4	Threat of substitutes	D	Participative
5	Small and unique markets	E	Five forces model

PART - B**[Total 30 marks]****Answer any THREE out of the following five questions:**

- Q5.** (a) What are the different international strategies? Explain briefly with a diagram **[5marks]**
 (b) What is the significance of strategy? What are levels? Explain with a diagram **[5marks]**
- Q6.** (a) What are the stages in the strategic management model? Explain each briefly **[5marks]**
 (b) What are the characteristics of corporate level strategy? Explain the types with a diagram? **[5marks]**
- Q7.** (a) What is core competency? what are the criteria it has to meet? How do competitors react? **[5marks]**
 (b) What is the process to be followed for selecting the strategy. Explain each step. **[5marks]**
- Q8.** (a) Explain the characteristic of environment with a diagram. Explain VUCA with a diagram? **[5marks]**
 (b) Explain with a diagram the various leadership style? Explain each of them briefly **[5marks]**
- Q9.** (a) Explain with a diagram the value analysis? **[5marks]**
 (b) Explain the theories for the basis of corporate governance. **[5marks]**

PART - C**[Total: 20 Marks]****Q.10****CASE STUDY (Compulsory)**

Mr. Albert is the owner of an engineering company. He has a range of products that are doing reasonably well. In order to sustain and grow Mr. Albert has formulated multiple strategies business level strategies for each of the products of his company.

Some of the products face stiff price challenges due to the high cost of the inputs. Mr. Albert has developed a competitive strategy to manage the cost of his inputs. He would like to increase the production volume and get some price reduction through economies of scale. He has to achieve higher volumes very quickly. This, he feels, will help him to be competitive and establish a higher market share

Mr. Albert has long range plans for expanding the operations of the organization. He is aware of the multiple options available to him for achieving this objective. He would like to understand all of these strategies before choosing either one or more than of the options.

Mr. Albert has a vision to enter the export market through a couple of his star products. He would like to ensure a successful foray into the international market through a systematic approach

Questions:

1. What are the business level strategies that have been developed by Mr. Albert for his products?
2. Explain the strategy adopted to manage the cost of his inputs and achieve higher production volumes?
3. Briefly explain all of the expansion strategies that are available to Mr. Albert?
4. What is the systematic method that must be followed to launch an international product strategy?