



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

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

Dec 2024

PAPER No. 9 (enrollment code- PMM,PSM, CMM,CSM)

Strategic Management

Date : 18.12.2024
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 Select the right answer

[5 marks]

- 1) Strategy is practiced at multiple levels in an organization. Some of them are
(a) Functional (b) Departmental (c) Divisional (d) None of these
- 2) Grand strategy is one of the components of _____
(a) Planning strategy (b) Strategic management (c) Business strategy (d) Product plan
- (3) Taking care of cash, credit and risk management is an activity of _____ in strategic management
(a) Sales department (b) Marketing department (c) Finance department (d) All departments
- 4) Complexity in VUCA denotes the complexity in the _____
(a) Management process (b) Strategic management (c) Operation planning (d) Environment
- 5) PESTLE is an environmental scanning process in which “s” stands for
(a) Strategy (b) Structure (c) Social (d) Systems

Q.2. Fill in the blanks

[5 marks]

- 1)TEMPLES is a technique of _____
- 2)Technology is one of the components of the _____ system
- 3) _____ formulate the vision, mission and purpose of the organization
- 4)Primary activities and secondary activities are defined by Porter in the _____ of an organization
- 5) _____ values are used in the process of achieving the organizational goals and objectives

Q.3. Mention true or false

[5 marks]

- 1) Leaders believe in effective participation and communication of subordinates in Free rein leadership
- 2)Organizational change refers to the process of either merger or acquisition of the organization
- 3) Business process reengineering is concerned with the redesign of the product
- 4) Communication is the first step in the implementation process of a strategy
- 5) First mover organization manufacture or introduce products in the market ahead of the competitors

Q.4 Match the following**[5 marks]**

COLUMN A		COLUMN B	
Sr.No.		Sr. No.	
1	Combination strategies	A	Balanced score card
2	Disclosure and transparency	B	Integration strategy
3	Performance monitoring	C	Small and unique market segments
4	Vertical integration	D	Improving profits
5	Niche markets	E	Corporate governance

PART B**[30 Marks]****(Attempt any 3. Each question carries 10 marks)**

- Q.5. a)** What are the four theories of corporate governance? **[5 marks]**
b) What is the divisional and matrix structure? What are the advantages and disadvantages? **[5 marks]**
- Q. 6. a)** Explain knowledge management and its components. What are its characteristics? **[5 marks]**
b) What is the need for an effective strategy? Explain the 3 levels of strategy. **[5marks]**
- Q.7.a)** What are the steps in the strategic evaluation process and what are the challenges faced? **[5 marks]**
b)What is strategic management? What are the components of strategic management? **[5 marks]**
- Q.8. a)**Explain with a diagram the five styles of leadership found in an organization. **[5 marks]**
b) What is the process that must be followed to arrive at the correct strategic choice? **[5 marks]**
- Q.9.a)** What are the strategies followed by internationally operating organizations? **[5 marks]**
b)Explain the methods followed in strategy implementation. **[5 marks]**

PART –C**[20 marks]****Q. 10. Case study – Compulsory**

Mr. Sanjay is the owner of a consumer goods company. This is a multiproduct company with a varied clientele. The portfolio of the company has products that are doing well with good volumes, products with a moderate volume of business and product with low business volume. The continuous efforts of Mr. Sanjay ensured that none of the products were making a loss. Mr. Sanjay feels that his organization has reached a stage where change is required. He is clear that his organization requires a comprehensive long-term strategy taking into account all the products. He decided to examine in depth the information available about all the products. Product with high volume had tough competition. The competition was adopting a strategy of lowering the cost in order to stay in the market. Mr. Sanjay thought up an option for this product which will increase the company's profits. The manufacturing facilities were world class and could accommodate multiple products with varying levels of production. Mr. Sanjay felt that the low volume product market was not properly exploited. The reason for the low market exploitation of the product was due to the difficulty in the procurement of the raw material. This could drastically change with the good availability of raw material. Mr. Sanjay was confident of finding a solution for this problem. Mr. Sanjay thought up multiple options for the product with medium volume but none of them were completely satisfactory to him. This product was one of initial product introduced by the organization and he has not concentrated on this product for some time now. Further thinking provided some more options for the medium volume product. These ideas gave Mr. Sanjay the confidence to proceed with his change of plans for the organization and its products.

Questions

- What are the options available to Mr. Sanjay to chalk out a comprehensive strategy? **[5 marks]**
- What is the option available to Mr. Sanjay for the high-volume product? **[5 marks]**
- What do you think is the solution that Mr. Sanjay has thought up for the low volume product? **[5 marks]**
- What are the new ideas for the medium volume product that will help the organization? **[5 marks]**