



# INDIAN INSTITUTE OF MATERIALS MANAGEMENT

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

PAPER No. 16 (enrolment code –PGMM, PGSM)  
Strategic Management

Dec 2025

Date : 20.12.2025  
Time : 2.00 pm to 5.00 p.m.

Max. Marks: 70  
Duration : 3 Hrs.

**Instructions:**

1. Part A, contains 4 main questions (with 5 sub-questions) each question carries 1 mark - Total 20 marks
2. 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. Read the case carefully and answer the questions - Total 20 marks

### PART – A

(20 Marks)

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

**Q.1) Expand the following terms: (5 Marks)**

- a) CII    b) BHAG    c) SEBI    d) APEC    e) PIMS.

**Q.2) Select appropriate option: (5 Marks)**

- a) A \_\_\_\_\_ business unit deals in a single product or one area  
i) Strategic,    ii) Corporate    iii) Functional,    iv) Geographic.
- b) Strategic thinking involves generating & applying \_\_\_\_\_ to fulfill business objectives of the Organization.  
i) Business insights    ii) Objectives,    iii) Goals    ,iv) Vision
- c) The process of creating a vision consists of two components namely core ideology and \_\_\_\_\_.  
i) Mission,    ii) Goal ,    iii) BHAG    ,iv) Value
- d) CSF are measured using \_\_\_\_\_.  
i) Price    ii) Reliability    iii) KPI.    iv) Strategic choice.
- e) Business plans contain the details & plans from \_\_\_\_\_.  
i) Vision    ii) Balance sheet,    iii) Functional Department,    iv) Mission

**Q.3 State True or False**

( 5 Marks)

- a) Strategic intent is having three features namely Directions, Discovery & Destiny.
- b) Digital Personal Data Protection Act (DPDP) , aligned with laws to save data.
- c) The internal environment is having. Direct influence over functional capabilities.
- d) Organizational resources are of four types .
- e) Internal stakeholders are not corporate directors & employees.

**Q.4). Match the following:**

( 5 Marks)

Column A	Column B
1. Father of Strategic Management	A . Use of Competencies & Resources
2.Strategic Capabilities refers to	B. For Long Term Plan
3. Financial, Physical & Human are	C. Strategic Leadership
4 .A Corporate Level Strategy	D. Tangible Resources
5 .Strategic Learning is a part of	E. Igor Ansoff

## **PART-B**

**(Write any three (3) of the following. Questions, 10 marks each). [ 30 Marks]**

- Q.5 , a)** Explain the terms Corporate ,Business & Functional Level Strategies.  
**b)** What do you understand by Strategic Management Process? State the different stages .  
**(2x5=10 marks)**
- Q.6 a)** Signifies the role of strategic management in finance.  
**b)** How strategic capabilities helps organizations in marketing function **(2x5=10 marks)**
- Q.7 a)** What are the factors affecting the choice of strategy.  
**b)** How to reduce strategic gap. **(2x5= 10 marks )**
- Q.8 a)** What are the problems in strategic evaluation process  
**b)** Discuss Porter Five Forces model with clear diagram. **(2x5= 10 marks )**
- Q.9. Write short notes on (Any two) (2x5=10 marks)**
- a) Strategic Business Units (SBUs)
  - b) Strategic Leadership
  - c) Board of Directors (BOD)
  - d) Diversification Strategies

## **PART-C (Compulsory) . [20 marks]**

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

Recently the Ministry of Road & Transport as well as NITI AAYOG emphasis strategically on shift towards Electric Vehicles (EVS), in the automobile sector with the following expectations:

- There will be healthy competition in Four wheel automobile industry.
- A step towards net carbon zero or technology advancement.
- Consumer will get more options & will be benefited by getting fair price and value.
- Existing automobile manufacturers immediately shift from old technology to EVS.

### **QUESTIONS:**

1. Which two frameworks automobile companies use to scan the external environment in shifting from existing technology to EVS. **(10 marks)**
2. What kind of price range segment & strategy is crucial for four wheel automobile makers for EVS. **(10 marks).**