



**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**  
**Post Graduate Diploma in Logistics & Supply Chain Management**  
**Post Graduate Diploma in Materials Management- 2 years**  
**PAPER No. 9 (enrollment code- PMM,PSM, CMM,CSM)**

**Dec 2025**

**Strategic Management**

Date : 18.12.2025  
 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) ETOP      b) BHAG      c) MOA      d) FII      e) FSSAI

**Q. 2) Select appropriate option**

**(5 Marks)**

- a) The performance of an organization in the long-run is determined by -----  
 (i) Operational management      (ii) Functional Management  
 (iii) Strategic Management      (iv) Environmental Management
- b) Which of the following is **NOT** a component of internal business environment?  
 (i) Organizational Resources      (ii) Trade Policies  
 (iii) Organizational Competencies      (iv) Organizational Capabilities
- c) ----- comes from a firm's ability to perform activities more effectively than its rivals  
 (i) Competitive Landscape      (ii) Competitive Advantage  
 (iii) Core Competence      (iv) Strategic Change
- d) Strategy implementation is done at ----- level  
 (i) Business unit      (ii) Functional  
 (iii) Corporate      (iv) Geographic
- e) Strategy is put into action through -----  
 (i) Resource Allocation      (ii) Formulating long-term plans  
 (iii) Establishing Strategic intent      (iv) Strategic decision-making

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

**(5 Marks)**

- a) Power School leads to positive directions by powerful individuals in an organization.
- b) An organization's external environment includes all factors which can be controlled by the management
- c) The subsidies cannot be good for business
- d) Corporate Strategy and Business Strategy are one and the same
- e) Porter's five-forces analysis refers to analysis of external environment

**Q. 4) Match the following**

**(5 Marks)**

Column A		Column B	
1	Patents	A	Ability to thinking logically and creatively
2	Strategic Business Unit	B	Internal analysis
3	Strategic thinking	C	Internal resources
4	Corporate culture	D	Shared values and principles
5	Operational Control	E	Independent Entity

## PART-B

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

Q. 5

a) For a business organization the concept of strategy provides a platform to enhance its performance and to achieve competitive advantage. What are the objectives and features which enable the organization to improve its performance using the concept of strategy.

b) Various departments of an organization manage their activities through formulation of strategies for their departments. In this context, discuss with a neat diagram, the role of strategic management in different departments. (2 x 5 = 10 marks)

Q. 6

a) Explain with a neat diagram, the various components of internal environment of an organization. List out the factors of internal environment that need to be controlled by the organization.

b) Effective decision-making enables an organization to choose the correct strategy for the organization. Discuss with a neat diagram the step-by-step process of making strategic choice. (2 x 5 = 10 marks)

Q. 7

a) During unfavorable economic conditions, a company tries to sustain itself through corporate re-structuring. Discuss with a neat diagram the major forms in which such re-structuring takes place.

b) TOWS Matrix helps an organization to develop strategies by matching external opportunities with its current strengths and weaknesses. Explain how it is just a different method of approaching the SWOT analysis technique. List the steps to be taken for performing TOWS analysis and the various combinations of different strategies. (2 x 5 = 10 marks)

Q. 8

a) What are Performance Standards? Discuss with a neat diagram the various competency areas where performance standards are set.

b) A creative organization allows its employees to think freely and perform as per their core competencies. Explain the reasons why creativity is essential for organizations in this rapidly changing world. (2 x 5 = 10 marks)

Q. 9 Write Short Notes on (Any Two)

(2 x 5 = 10 marks)

a) State of Corporate governance in India

b) Concept of Strategic Business Units (SBUs)

b) Phases of Project Management

d) Corporate Social Responsibility and Strategy

## 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 liaison 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

- What is the present organizational structure of this company? Discuss.
- What is the mode of entry adopted by this company for entry to foreign markets?
- What kind of structure will you suggest in these two countries?
- Do you think that the company should also consider setting up manufacturing facilities in these countries?
- What strategic changes in business approach will you suggest to local producers and trading firms in order to face the competition in near future?