



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

July 2019

Post Graduate Diploma in Materials Management - 3 years

Graduate Diploma in Materials Management

Paper 9
STRATEGIC MANAGEMENT

Date : 24.07.2019

Max. Marks :100

Time : 10.00a.m. to 1.00 p.m.

Duration : 3 Hrs.

Instructions:

1. Part A – Contains 4 main questions which are compulsory. Each question carries **8 marks**. **Total : 32 marks**
 2. Part B – Answer any 3 questions out of 5 questions. Each question carries **16 marks**. **Total: 48 marks**
 3. Part C is compulsory and it is a case study carrying **20 marks**. **Total: 20 marks**
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PART – A (compulsory)

(32 x1 = 32 marks)

Q1) Give the expansion of

- a. SEC
- b. BSC
- c. TQM
- d. ROA
- e. RBV
- f. SAP
- g. SGA
- h. DPM

Q.2) Fill in the blanks: Select appropriate option.

- 1) Action stage of strategic management is _____
a) Analysis b) Evaluation c) Implementation
- 2) A good mission statement reflects anticipation of _____
a) Products. b) Customers c) Market.
- 3) Divestment involves _____
a) Diversification b) Expansion. c) Selling off
- 4) _____ is valuable if customers are not price sensitive.
a) Differentiation b) Cost leadership c) Focus strategy .
- 5) Objective driven SWOT analysis in planning technique is known as _____
a) Competitive analysis. b) SCAN analysis. c) Environment analysis

- 6) Product-service mix is a part of _____ strategy.
 a) Marketing b) Competitive c) Operations
- 7) Focus strategy is an aspect of _____ strategy.
 a) Generic b) Marketing c) Financial
- 8) Goals are derived from _____..
 a) SWOT analysis b) Mission statement c) Objectives.

Q3) Write True or False

- 1) Functional strategy has important uses in strategy implementation.
- 2) Cost leadership requires creative flair.
- 3) Environmental scanning is related to External environment.
- 4) Strategic planning is a bottom up approach..
- 5) Taking over a firm is a part of Acquisition strategy.
- 6) Elections play a role in changing external environment.
- 7) E-business strategy emphasizes technological process.
- 8) Value chain analysis is a part of operations strategy.

Q4) Match the following

Column A	Column B
1) Peter Drucker	a) Cellular manufacturing
2) Resource allocation	b) Just in Time
3) Toyota lean production system	c) Services
4) Strategic plan	d) Zero based budget..
5) Japanese management system	e) Comparison
6) Non physical output.	f) Population..
7) Benchmarking.	g) Pioneer of strategy
8) Demography.	h) Long term plan.

PART – B
(Answer Any Three)

3 x16= 48 Marks

- Q5)** Explain difference between Vision and Mission statements with examples. How objectives are formulated?
- Q6)** What is differentiation strategy? Which type of industry should follow this strategy? What is your opinion on effectiveness of this strategy.
- Q7)** Explain SWOT analysis and its importance in building strategic plan.
- Q8)** What are functional strategies? How HR can help in meeting company objectives?
- Q9)** Write short notes on any two.(2 x8 =16 marks)
- 1) Diversification strategy..
 - 2) Benchmarking.
 - 3) Effect of political environment on company strategy.
 - 4) Virtual organization.

PART - C [Compulsory]

20 - Marks

Q10) Case Study

A multinational Furniture company wants to venture into Indian Market. Assess the environment and advise on formulation of strategy and its implementation.
