



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management
Graduate Diploma in Materials Management
Paper 9
Strategic Management

June 2013

Date : 12.06.2013
Time : 10.00a.m. to 1.00 p.m.

Max. Marks :100
Duration : 3 Hrs.

Instructions:

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

PART – A (compulsory)

Q1. Expand the following terms:

8 marks

- a)SBU
- b)SEA
- c)SAP
- d)VCA
- e)SEC
- f)ROE
- g)BSC
- h)SGA

Q2.Fill in the blanks with appropriate word:

8 marks

- a) ----- manufacturing is an application of group technology where a portion of a firm's manufacturing system has been covered to cells.
- b) -----is the process of dividing the large functional pyramids into smaller, flexible administrative units.
- c) -----have an authority over project employees relative to project's goals.
- d) A functional strategy is the short term game plan for an important -----within a firm.
- e) Benchmarking originally invented as a formal process by -----, is usually carried out by individual companies.
- f) ----- focuses management's attention on the difference between what was intended and what was achieved.
- g) The relationships in a -----analysis are generally represented by a 2 x 2 matrix.
- h) A ----- is designed to reverse a negative trend and bring the organization back to normal health and profitability.

Q3. Write short notes: (any four)

8 marks

- a) Strategic decision making
- b) Mission
- c) Internal environment
- d) Takeover strategy
- e) Competitive profiling
- f) Operational control

Q.4 State following statements are true or false:

8 marks

- a) Vision is a set of key decisions made to meet objectives.
- b) The strategy is an enduring statement of purpose that distinguishes one business from other similar firms.
- c) Environmental scanning is a process of gathering, analyzing and dispensing information for tactical or strategic purposes.
- c) A turnover is designed to improve a negative trend and bring the original back to normal health and profitability.
- d) Perceptual mapping has been a popular way to represent what people believe about choice objects.
- f) Business strategies aim to sell goods or services to narrow or specific target market, niche or segment.
- g) Value chain analysis requires a firm to divide its operations into primary and support activity categories.
- h) The strategy identification process is a bridge between the classic economist's view and the view of the resource school.

PART - B

(Answer Any Three)

16 x 3 = 48 Marks

Q.5. Discuss the various steps in strategic management process.

Q 6. What are the contemporary approaches to strategic decision making?

Q.7. a) What is SWOT analysis?

b) What is creative use of SWOT?

Q 8. a) What are mergers and acquisitions?

b) What are the pitfalls of mergers and acquisitions?

Q. 9 Outline the advantages and disadvantages of the following structural forms:

- a)Functional structure
- b)Product structure
- c)Project structure
- d)Matrix structure

PART - C [Compulsory]

Que – 10 :

CASE STUDY

20 - Marks

Sunny Goel , completed MS from New York University and has returned to India for doing a business. He wants to set up Gym & Fitness centre in Mumbai city. The cost of the project he worked out is about Rs.2 crore.

He has appointed you as a consultant for this business. What strategy you will use for-

- a) Working out the objectives & goals
- b)various functional level strategies
- c) Formulation of mission statement
- d)Ensuring total quality, customer satisfaction and continuous innovation
