



INDIAN INSTITUTE OF MATERIALS MANAGEMENT  
Post Graduate Diploma in Materials Management  
Graduate Diploma in Materials Management

June 2017

Paper 9  
STRATEGIC MANAGEMENT

Date : 14.06.2017

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**.
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**.

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**PART – A (compulsory)**

(32 x1 = 32 marks)

Q1) Give the expansion of

[ 8 marks ]

- a. CSF
- b. DFMA
- c. FDI
- d. ABC
- e. SEC
- f. LBO
- g. NGO
- h. ROE

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

[ 8 marks ]

- 1) In entrepreneurial mode of strategic management, strategy is developed mainly by \_\_\_\_\_  
a) Chief executive b) Senior managers c) Planning department.
- 2) \_\_\_\_\_ rests on the choice of a narrow competitive scope within the industry.  
a) Cost leadership strategy b) Differentiation strategy c) Focus and Niche strategy..
- 3) Objectives are never \_\_\_\_\_.  
a) Complex b) Linear c) Isolated.
- 4) Dissolution and formation of a new organization is called \_\_\_\_\_.  
a) Acquisition b) Take-over c) Consolidation. .

- 5) Good mission statement reflects the anticipation of \_\_\_\_\_ -.
- a) Products b) Market c) Customers.
- 6) Strategic planning technique incorporating objective driven SWOT analysis is called \_\_\_\_\_.
- a) Competitive analysis b) SCAN analysis c) Environment analysis.
- 7) Strategic Environment Assessment only applies to \_\_\_\_\_.
- a) Policies b) Environment c) Plans and programs.
- 8) Divestment involves \_\_\_\_\_.
- a) Diversification b) Expansion c) Selling off.

**Q3) Write True or False**

**[ 8 marks ]**

- 1) Differentiation is valuable if buyers are not price sensitive.
- 2) Product-Service mix enables us to decide what and how much to produce.
- 3) Case study training method involves giving business papers to participants.
- 4) Strategic planning can be viewed as bottom up system of management.
- 5) Capacity planning is process of forecasting demand and then deciding how to meet that demand.
- 6) Each firm has to select suitable structure to implement strategies.
- 7) E-business strategy requires technological prowess to build business.
- 8) Liquidation strategy is to be followed as last resort.

**Q4) Match the following**

**[ 8 marks ]**

**Column A**

**Column B**

1) Pioneer of strategy.	a) Steps in strategic management process
2) Toyota lean production system.	b) Resource allocation
3)Goals	c) Japanese management system
4)Internal and external analysis	d) Long term plan
5) Zero based budget	e) Cellular manufacturing
6) Strategic plan	f) Non physical output.
7) Just in Time	g) Peter Drucker
8) Services	h) Measurable.

**PART – B**  
**(Answer Any Three)**

**3 x16= 48 Marks**

- Q5)** Which generic strategy would you prefer for a company producing beauty products and why?
- Q6)** Changes in corporate strategy will precede and cause changes in organization structure. Do you agree? Explain your view points in detail.
- Q7)** Which is better way of expansion of business? Acquisition, merger or backward/forward integration- discuss.
- Q8)** Why environment analysis is necessary for strategy formulation? How will you do external environment analysis?
- Q9)** Explain difference between functional organization and Matrix organization with its advantages and disadvantages.

**PART - C [ Compulsory ]**

**20 - Marks**

**Q10) Case Study**

Analyze strategies of E-business portals like Amazon, Flipcart, Snapdeal or any other such business. Give your suggestions to improve their strategies to increase profitability.

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