



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

June 2018

Post Graduate Diploma in Materials Management

Graduate Diploma in Materials Management

Paper 9
STRATEGIC MANAGEMENT

Date : 13.06.2018

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**.

PART – A (compulsory)

(32 x1 = 32 marks)

Q1) Give the expansion of

8 marks

- a. EFQM
- b. SEBI
- c. FDI
- d. VCA
- e. BSC
- f. EAT
- g. GT
- h. SAP

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

8 marks

- 1) Strategic planning tends to be_____management responsibility.
a)Top b) Middle c) Bottom
- 2) Environmental scanning provides early warning on changing _____
a) Political condition. b) Internal strength. c) External conditions..
- 3) _____shows difference between the outcome and targeted results.
a) Environmental analysis. b) GAP analysis.c) SWOT analysis.
- 4) To reverse negative trends and restore organizational stability and progress_____strategy is deployed.
a) Diversification strategy. b) Consolidation strategy.c) Turn around strategy. .

- 5) Offering _____-to customers help in facing competition in market.-.
- a) Products at lower prices. b) Value based services/ solutions.c) Variety of product & services.
- 6) Exploring and creating new market for products is called _____..
- a) Product differentiation. b) Diversification c) Market segmentation
- 7) Cost leadership is an aspect of _____strategy.
- a) Generic b) Marketing c) Financial
- 8) Comparison of practices—systems with other firm is called_____.
- a) Industry analysis. b) Bench marking. c) Strategic analysis

Q3) Write True or False

8 marks

- 1) Functional strategy is a long term plan.
- 2) Liquidation strategy should be used as last resort.
- 3) Age differential of people is a demographic factor..
- 4) Risk averse managers adopt innovative actions.
- 5) orientation training is given to new recruits.
- 6) Change in government is a part of external environment.
- 7) Cost leadership strategy is valuable if buyers are not price sensitive.
- 8) Focus strategy works well when other competitors are in the same market segment.

Q4) Match the following

8 marks

Column A	Column B
1) Mission.	a) Toyota lean production system.
2) Strategy	b) Competitive strategy.
3) Cellular manufacturing	c) Reduces response time.
4) Objectives & goals.	d) Product-service mix.
5) E-business strategy.	e) Enduring purpose.
6) DFMA approach.	f) Extension of divisional structure..
7) Strategic Business units.	g) Forward looking.
8) Porter.	h) Time bound.

PART – B
(Answer Any Three)

3 x16= 48 Marks

Q5) Which is the final phase of strategic management? Explain its importance for success of company's progress.

Q6) Culture of the organization is one of the basic building blocks of organizational design. Do you , agree? Explain in brief.

Q7) What are the parameters of Product strategies? What is importance of new product development?

Q8) State the advantages and disadvantages of any two forms of organizational structures.

Q9) Write short notes on any two.(**2x8 = 16 marks**)

- 1) Focus strategy.
- 2) Vertical integration.
- 3) Demographic factors of social environment.
- 4) Porter's five forces model.

PART - C [Compulsory]

20 - Marks

Q – 10 : CASE STUDY

A multinational company manufacturing mobile phones wants to venture into the Indian rural markets. As a Strategic Management Consultant, develop the following.

- a) SWOT for the company
- b) Strategic policy to be adopted for successful venturing into the markets.
- c) Major issues in strategic implementation
- d) Benchmarking for the company
