



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

June 2023

Post Graduate Diploma in Logistics & SCM
Post Graduate Diploma in Materials Management - 2 years
PAPER No.10 (enrollment code –CPM, CPS)
PAPER No. 9 (enrollment code- PMM,PSM, CMM,CSM)

Strategic Management

Date : 14.06.2023
Time : 10.00 a.m to 1.00 p.m.

Max. Marks : 70
Duration : 3 Hrs.

Instructions:

- From Part A – answer all questions (compulsory). Each sub questions carries 1 mark. **Total : 20 Marks**
- From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks. **Total :30 Marks**
- 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) TOWS b) VUCA c) SBU d) PESTLE e) SLC

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

(5 Marks)

- a) Consumers are demanding increasing degrees of -----
(i) Standardization (ii) Credit (iii) Customization (iv) Product Liability
- b) ----- refers to the ability of an organization to use its knowledge, skills and resources to attain edge over competition
(i) Innovative capabilities (ii) Operations capability
(iii) Financial capability (iv) Marketing capability
- c) Strategy implementation is done at ----- level
(i) Business unit (ii) Functional (iii) Corporate (iv) Geographic
- d) Strategy is put into action through -----
(i) Resource allocation (ii) Formulating long term plans
(iii) Establishing strategic intent (iv) Strategic decision making
- e) The decision-making process in which the decision maker is a unique actor who has an intelligent and rational behavior, is referred to as -----
(i) Rational-analytical (ii) Intuitive-emotional
(iii) Behavioral-political (iv) Logical-reasonable

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

(5 Marks)

- Autocratic leadership style enables quick decision making
- Power School leads to positive directions by powerful individuals in an organization.
- Corporate Strategy and Business Strategy are one and the same
- The subsidies cannot be good for business
- Competitive strategy aims at achieving business goal through cooperation with other companies

Q. 4) Match the following

(5 Marks)

Column A

Column B

1	Strategic thinking	A	Internal Environment
2	Stability strategy	B	Porter
3	Organizational Resources	C	Ability to thinking logically and creatively
4	Corporate culture	D	Shared values and principles
5	Competitive analysis	E	Defensive

PART-B

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

- Q. 5) a)** Explain how you would choose the correct strategy for your organization for effective decision-making. Describe the steps involved in the process, with a neat diagram.
b) Is Strategy Formulation? Discuss the various elements of strategy formulation process. **(2 x 5 = 10 marks)**
- Q. 6) a)** Explain how the analysis of internal environment helps an organization to develop strategies. Describe briefly the components of internal environment.
b) Discuss the concept of Corporate Restructuring. Why do companies resort to restructuring? Explain the ways in which it takes place. **(2 x 5 = 10 marks)**
- Q. 7) a)** When do companies resort to retrenchment strategies? Explain the various retrenchment strategies used by companies. Illustrate your answer with a neat figure.
b) What do you understand by the term "Environmental scanning"? Why is it necessary to do it? What are the various data sources for environmental scanning? **(2 x 5 = 10 marks)**
- Q. 8) a)** What are Performance Standards? Discuss with a neat diagram the various competency area where performance standards are set.
b) Explain with a neat diagram the different strategies that organizations operating internationally normally follow. **(2 x 5 = 10 marks)**
- Q. 9)** Write Short Notes on **(Any Two)** **(2 x 5 = 10 marks)**
a) Strategic Business Units (SBUS)
b) State of Corporate Governance in India
c) Phases of Project Management
d) Corporate Social Responsibility and necessity for its integration with organization's objectives.

Part C (Compulsory)

- Q. 10)** Read the case given below carefully and answer the questions at the end **(20 marks)**

FDI IN RETAIL MARKETING

Recently the Government of India has taken a Strategic decision of permitting FDI in Retail Market with the expectation that there will be healthy competition in the Retail Market, farmers will get good rates for their agricultural produce, exploitation by middle men will be minimized, and overall consumers will have more options and will be benefitted by getting the goods at fair rates.

Local Producers and Traders are worried for the future of trading firms as they feel that it will be difficult for them to stand and survive against foreign international marketing players like Wall-Mart etc. Option is with respective State Government – whether they should allow the FDI in respective States or not.

As a consultant and business advisor for Retail Traders' Association what is your analysis and approach towards

- Your analysis of GOI's strategy of permitting FDI in retail market in India
- Its possible impact on existing local traders and retailers, on local producers and farmers
- Will consumers be benefitted by entry of FDI in Retail Marketing? How?
- What will be its impact on local SSI Units / Producers? Will they stand as far as Quality and Price of their products in consumer segments are concerned?
- What strategic changes in business approach will you suggest to local producers and trading firms in order to face the competition in near future?
