



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

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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)(OFFLINE EXAM)

Strategic Management

Date : 12.06.2024
Time : 10.00 a.m to 1.00 p.m.

Max. Marks : 70
Duration : 3 Hrs.

Instructions:

1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark. **Total : 20 Marks**
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks. **Total :30 Marks**
3. 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.)

Q1 Give the expansion of:

(5 Marks)

- a. CRM
- b. BPR
- c. TRAI
- d. VUCA
- e. PESTLE

Q2. Fill in the blanks

(5 Marks)

- a. _____ approach is combined approach of Top- down and bottom-up approaches
- b. In _____ Integration , an organisation takes over another organisation that works in the same level of the value chain.
- c. _____ diversification focusses on entering into new markets with the help of mergers or with the existing Products and new technologies.
- d. _____ is a decision which determines the future strategy of the firm.
- e. The Gap between the market share of companies due to selling similar products in the same market segment and having similar marketing channel patterns is known as the _____

Q3. Write True or False

(5 Marks)

- a. Igor Ansoff established the concept of strategy in 1970
- b. Marketing plans and policies are articulated through 3Ps
- c. PESTLE analysis is used by organisations as a tool to study employees performance.
- d. Crescive approach in executing strategy can be seen as Top-Down approach.
- e. Business Process Reengineering helps in improving productivity, quality and reducing costs .

Q4. Matching Col “A” and Col “B”

(5 marks)

Column A

Column B

- 1.Resource Based View
- 2.Core Competency
- 3.The process of Strategy formulation
- 4.Strategies adopted by Market leaders
5. Strategic business Unit

- A. Corporate analysis
- B. Organisational Analysis
- C. Transferability
- D. Independent Entity
- E. Contraction Defense

PART-B

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

Q.5. Short Note on any of the 2 of the following :

(2 x 5 = 10 marks)

- A. SBU
- B. Strategic LEAP Control
- C. Value chain Analysis
- D. Comprehensive Analysis

Q. 6. A good control system helps in effectively evaluating the strategies in an organisation. Explain in detail – (10 marks)

Q. 7. Internationally operating Organisations follow different kind of strategies to establish their presence , Explain the strategies followed (10 marks)

Q.8. Strategic Intent helps to create a desirable future for the organization. Establish the statement (10 marks)

Q. 9. How divisional structure differ from a Matrix Structure . Considering advantage and disadvantages in both structure , which one you want to implement in your organization. (10 marks)

Part C (Compulsory)

(20 marks)

Q. 10) Read the case given below carefully and answer the questions at the end

Lyrix was an acquisition that made MAS Limited proud. And its Managing Director, Shrishti Tandon, was rather enjoying the business of Marketing a 60 year old brand with such awesome credentials. As a pioneer of sunglasses designed to block ultraviolet rays, the brand had proven its eyecare expertise before it was adopted as a standard accessory by film stars. Slowly but surely, Lyrix became so well associated with glamour and fame that it became a fashion statement.

Of late , it was floundering a bit, and Tandon was worried. Market growth was not the issue, the trouble was that it was no longer the only big name around. In just about a year, fresh competition has lowered Lyrix's market share from 55 to 50 per cent. The brand was doing practically badly with female buyers.

Uday Agarwal, 34, Marketing Manager , MAS, thought it was time to rethink the brand's strategy, starting with the Product portfolio. "Fashionable metro consumers are asking for and willing to pay for the latest international styles," said Agarwal.

"But we have some of the latest styles" objected Tandon, and they are being endorsed by some of the coolest celebrities "

Agarwal wasn't impressed. "Our last few promotions, even with cricket celebs, weren't runaway successes though " he countered

Don't go just by the upper crust, said Tandon, this is a vast country, and we have still half the market. In the past two years, Lyrix had used an edge TV campaign to give itself a more yuppie image. But the product range remain the same, with a few addition, here and there. So it was natural , Tandon was willing to concede, that Lyrix was seen by youngsters as a serious brand for the 35 – plus . Tandon nodded unconsciously . Was the market changing faster than she did notices ?

"Uday" said the Managing Director, "I appreciate your worries about the top end., but there is bigger picture to work on . Staving off the fakes is our leadership responsibility. And for that , I think we need to re-emphasize the eye-care attributes of the brand "

Agarwal was alarmed , "Abandon the glamour positioning? " he asked

"I didn't said that" replied Tandon. "We must do whatever is strategically necessary, said Agarwal

"Good" said Tandon. Now why don't you work out the potential sales boost we can get from attacking the fake? Income level have risen at lower socio-economic levels as well

Tandon continued "We need to address both the hip and the health Market, that's what Lyrix's brand heritage is all about you know that ."

Questions

1. How should Lyrix position its brand to bear competition?
2. How can Lyrix differentiate itself as a premium brand ?
3. What course of action would give Lyrix a hipper, younger spin, while allowing it to keep its 'establishment' credentials intact?