



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Logistics & Supply Chain Management
Post Graduate Diploma in Materials Management- 2 years
PAPER No. 9(enrollment code- PMM,PSM, CMM,CSM)

JUNE 2025

Strategic Management

Date : 18.06.2025
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.)

Q. 1) Expand the following terms: **(5 Marks)**

a) IRDA b) SLC c) BHAG d) BOD e) VRIO

Q. 2) Select appropriate option **(5 Marks)**

- a) Strategy implementation is done at ----- level
 - (i) Business unit
 - (ii) Functional
 - (iii) Corporate
 - (iv) Geographic
- 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 is put into action through -----
 - (i) Formulating long-term plans
 - (ii) Resource Allocation
 - (iii) Establishing strategic intent
 - (iv) Strategic decision making
- d) Which is **NOT** the area identified in major core competencies?
 - (i) Competitor differentiation
 - (ii) Customer value
 - (iii) Profitability of industry
 - (iv) Application to other market
- e) If a company's strategies result in superior performance, it is said to have -----
 - (i) Competitive advantage
 - (ii) Strategic analysis
 - (iii) Core competency
 - (iv) Value creation

Q. 3) State 'True' or 'False' **(5 Marks)**

- a) Mintzberg has given ten schools of thought on strategy formation.
- b) The Board of Directors designs business level strategy.
- c) Participation of middle level managers is not essential in strategy implementation.
- d) The internal environment comprises the resources, competencies, and capabilities of the organization.
- e) Autocratic leadership style enables quick decision making

Q. 4) Match the following **(5 Marks)**

Column A	Column B		
1	Corporate culture	A	Defensive
2	External Environment	B	Integration of Business processes
3	Stability strategy	C	Shared values and principles
4	Strategic thinking	D	Ability to think logically and creatively
5	Enterprise Resource Planning	E	Political factors

PART-B

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

Q. 5) a) Explain the terms Stretch, Leverage, and Fit and discuss how this concept has evolved
b) What do you understand by Strategic Management Model? Explain the different stages of strategic management model. **(2 x 5 = 10 marks)**

Q. 6) a) Explain the term “strategic capability” of an organization. Discuss the categories of strategic capability.
b) Briefly discuss the reasons that lead to failure of strategy.. **(2 x 5 = 10 marks)**

Q. 7) a) Briefly discuss about Porter’s Five Forces Model. Illustrate your answer with a neat diagram.
b) Process of strategy implementation cannot be completed without proper resource allocation. Explain with examples the ways in which allocation can be done and the approaches to resource allocation. **(2 x 5 = 10 Marks)**

Q. 8) a) Explain the process of strategic evaluation and the problems faced by organization in conducting strategic evaluation
b) Discuss the status of corporate governance in India **(2 x 5 = 10 marks)**

Q. 9) Write Short Notes on (Any Two) (2 x 5 = 10 marks)

- a) Matrix structure of organization
- b) Managerial Grid Model of leadership styles
- c) Strategic Business Units (SBUs)
- d) Balanced Score Card.

Part C (Compulsory)

Q. 10) Read the case given below carefully and answer the questions at the end [20 Marks]

Recently the Government of India has taken a Strategic decision of permitting FDI in Retail Market with the following expectations:

- 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.

Questions

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

- a. Your analysis of GOI’s strategy of permitting FDI in retail market in India **(4 marks)**
- b. Its possible impact on existing local traders and retailers, on local producers and farmers **(4 marks)**
- c. Will consumers be benefitted by entry of FDI in Retail Marketing? How? **(4 marks)**
- d. 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? **(4 marks)**
- e. What strategic changes in business approach will you suggest to local producers and trading firms in order to face the competition in near future? **(4 marks)**
