



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

June 2015

Paper 9(NEW)  
Strategic Management

Date : 17.06.2015

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)

**Q.1 Give the full form**

- A. BSC    B. SAP    C. EOQ    D. SEA  
E. UCL    F. ANOVA    G. CAM    H. BCG

**Q.2 True or false**

- 1) vertical linkages emphasizes efficiency and control.
- 2) virtual organisation is a small core organisation that out sources main business function.
- 3) the economic policies of the government is a part of external environment.
- 4) a firm in several related lines of business should be organised into SBUs.
- 5) functional strategy is a long term plan .
- 6) six sigma is a statistical tool used for business excellence.
- 7) A product is bundle of attribute .
- 8) liquidation strategy should be followed as a last resort.

**Q.3 Fill in blanks**

- 1) In synergy effect  $1+1=$ \_\_\_\_\_
- 2) Differentiation is an aspect of \_\_\_\_\_ strategy.
- 3) \_\_\_\_\_ is an enduring statement of purpose.
- 4) SBU is an extension of \_\_\_\_\_ structure.
- 5) In RBV , V stands for . \_\_\_\_\_
- 6) Comparison of cost , time and quality with another firm is \_\_\_\_\_.
- 7) Service is a \_\_\_\_\_ product.
- 8) CPM is a \_\_\_\_\_ tool

**Q.4 match the following.**

**Column A**

1. Mission
2. 7s model
3. Lean Production
4. Rumett
5. DUPONT model
6. SEC
7. Porter
8. Turn around

**Column B**

- A. Mckensey
- B. value and philosophy
- C . evaluation
- D. cellular
- E. feedback
- F. control
- G. reversing a negative trend
- H. five forces.

**PART – B**

**( Answer Any Three )**

**3 x16 = 48 Marks**

- Q. 5** Explain 5 forces model
- Q. 6.** Discuss in detail turnaround strategy.
- Q. 7.** Explain mission statement.
- Q. 8** Explain strategy and tactics.
- Q. 9** Discuss in detail organisational culture.

**PART – C (compulsory)**

**20 marks**

**Q. 10. Case Study**

1) Make a detailed SWOT analysis of post and telegraph services in India

or

2) Make a detailed SWOT analysis of Life insurance corporation of India.

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