



**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**  
**Post Graduate Diploma in Materials Management**  
**Graduate Diploma in Materials Management**  
**Paper 9(Old)**  
**Strategic Management**

**June 2015**

**Date** : 17.06.2015  
**Time** : 10.00a.m. to 1.00 p.m.

**Max. Marks** :100  
**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 marks**

**Q 1: Expand following abbreviations** **8 marks**

1. BIFR
2. MRTTP
3. GT
4. SEA
5. ETOP
6. SEBI
7. LBO
8. NGO

**Q 2 : Fill in the Blanks:** **8 marks**

1. Igor Ansoff is the leading proponent of ..... approach (Analytical / Positional)
2. Disinvestment involves ..... (diversification / selling off)
3. Benchmarking is an important tool in building ..... (Competitive Advantage / Product and Processes / Organizational Strength)
4. The 'objectives' indicate the ..... that the organization expects to achieve in long term (Profit / Results / Targets)
5. A good mission statement reflects the anticipation of ..... (Products / Market / Customers)
6. Strategic planning tends to be ..... management responsibility (Top / Middle / Bottom) ....
7. To survive in competitive market, the firm need to offer .....to its customers. (VALUE BASED SOLUTIONS/ Products and Services at low cost)
8. In strategic decision making, industrial organization approach is based on ..... (Socio-economic theory/ political theory/ economic theory)

**Q3 : Write Short Notes: (Any Four - Each question carry 2 marks each ) 8 marks**

1. Balance score card
2. Synergy
3. Bench marking
4. External environment
5. Matrix Organizational Structure
6. Turn around strategies

**Q 4 : True or False**

**8 marks**

1. Weakness of the organization are helpful to achieve the objectives
2. Strategic choices do not provide a basis for strategic analysis.
3. Quick ratio is a non liquidity ratio
4. The vision statement guides the operations of the firm by providing direction and sense of purpose.
5. Gathering, analyzing and dispensing information for tactical purposes is called environmental scanning.
6. Bench marking compares cost time and quality of one organization with another.
7. A single product strategy is always a risky one.
8. Backward integration helps an organization gain control over sales and prices of its existing products.

**PART – B**

**(Answer Any Three)**

**16 x 3 = 48 Marks**

**Q. 5** Discuss the various steps in Strategic Management Process.

**Q. 6** Discuss various elements of the MCKinsey's 7S model.

**Q.7** (a) Differentiate between vision and mission statement

(b) Market focused and resources based strategy.

**Q.8** Explain the Michael Portar's five competitive forces model.

**Q.9** Explain how mergers and acquisitions are a strategy for gaining quantitative advantage.

**PART – C**

**20 marks**

**Q. 10. Case Study**

As a Marketing Manager of a Multi-National Company launching mobile phones targeted towards rural consumers, you are required to frame the following

- (a) Impact of internal and external environment on the marketing strategy
- (b) Establishment of performance parameters for appraisal of marketing strategy
- (c) Identification of features that shall give competitive advantages over the competitors
- (d) Building different benchmarks for strategic control
- (e) Build a value proposition that shall ensure that the sum total of benefits received is more than cost paid by the customers.

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