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

Paper 9
STRATEGIC MANAGEMENT

Date : 13.12.2017
Max. Marks : 100

Time : 10.00 a.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.

PART – A (compulsory) (32 x 1 = 32 marks)

Q1) Give the expansion of

a. SEA
b. MBO
c. EOQ
d. FII
e. ROI
f. EBDT
g. PSU
h. SEZ

Q.2) Fill in the blanks:

1) Strategy is developed by __________ management.
2) Religion is a part of __________ environment.
3) __________ integration refers to acquiring the supply firm.
4) ASEAN is an example of __________.
5) Regression analysis helps in __________.
6) __________ refers to projecting the future.
7) __________ strategy enables a sick firm to recover.
8) __________ strategy provides a choice of narrow competitive scope.
Q3) **Write True or False**

1) Tactics is long term, strategy is short term.

2) Government policy is a part of external environment.

3) Fiscal policies are formulated by the central bank.

4) Spin off is the same as disinvestment.

5) In a bullish market, prices are expected to fall.

6) ERP is mainly used in manufacturing industries.

7) Weakness is the absence of strength.

8) Control is the other side of Planning.

Q4) **Match the following**

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
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<tbody>
<tr>
<td>1) Taylor</td>
<td>a) Expectancy theory</td>
</tr>
<tr>
<td>2) Mc Gregor</td>
<td>b) Organizational Values</td>
</tr>
<tr>
<td>3) Vroon</td>
<td>c) Administration</td>
</tr>
<tr>
<td>4) Tactics</td>
<td>d) Warfare</td>
</tr>
<tr>
<td>5) Mission</td>
<td>e) Action</td>
</tr>
<tr>
<td>6) Fayol</td>
<td>f) Father of Management</td>
</tr>
<tr>
<td>7) Peter Drecker</td>
<td>g) Leadership theory</td>
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<tr>
<td>8) Strategy</td>
<td>h) Shop floor management</td>
</tr>
</tbody>
</table>

**PART – B**

(Answer Any Three) 3 x16 = 48 Marks

Q5) Explain the dimensions of Strategic decisions.

Q6) Explain risk aversion and risk prone managers.

Q7) Discuss the Five Forces model.

Q8) Explain the reasons for divestment.

Q9) What is strategic drift.
Q10) Case Study

Take any consumer product company-like ITC, HUL, Patanjali etc and describe and analyze their strategies for increase in market share.