INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Materials Management - 3 years
Graduate Diploma in Materials Management
Paper 9
STRATEGIC MANAGEMENT

Date : 26.12.2019
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.

PART – A (compulsory) (32 x1 = 32 marks)
(Each sub-question carry 1 mark)

Q1) Give the expansion of
( 8 marks)

a. LBO
b. OCF
c. EFQM
d. DFMA
e. FDI
f. ROA
g. ABC

Q.2) Fill in the blanks: ( 8 marks)

1) Strategic planning tends to be_______management responsibility. (Top, Middle, Bottom).
2) One extension of divisional structure is_________ ( Matrix design, Project dept., SBU)
3) Igor Ansoff recommended_______approach.( Analytical, positional, Strategic)
4) Political factors are part of ________environment (External, Internal, Organizational)
5) Dissolution of a firm with other firm to create new entity is called_______
   ( Acquisition, Take over, Consolidation.)
6) As a last resort a firm goes for_______ ( Liquidation, Amalgamation, Turn around).
7) Difference between what was intended and what is achieved is known by_______analysis.
   ( SWOT, GAP, ABC).
8) A_______strategy is designed to arrest a negative trend in business.
   (Turn around, Acquisition, liquidation).

Q.3 Write True or False. ( 8 marks)

1) Differentiation is a generic strategy.
2) Migration is a Demographic factor.
3) Risk averse managers resort to innovative way of doing things.
4) Procurement strategy is a functional level strategy.

5) Concentric Circles is a Scanning process.

6) Five forces model is developed by Kotler.

7) Commitment of past strategies is a analytical factor in Strategic Choice.

8) Value chain analysis helps in identifying strength and weakness of each ac

Q4) Match the following (8 marks)

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
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<tbody>
<tr>
<td>1) Strategy implementation</td>
<td>a) DFMA approach</td>
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<tr>
<td>2) Migration</td>
<td>b) Reduces response time of firm.</td>
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<tr>
<td>3) Cellular manufacturing</td>
<td>c) 7-S Frame work.</td>
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<tr>
<td>4) E-Business strategy</td>
<td>d) Peter Drucker..</td>
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<tr>
<td>5) Pioneer of strategy</td>
<td>e) Non-physical output.</td>
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<tr>
<td>6) Services</td>
<td>f) Measurable.</td>
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<tr>
<td>7) Product-Service Mix.</td>
<td>g) Toyota’s lean production system.</td>
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<tr>
<td>8) Goals</td>
<td>h) Demography.</td>
</tr>
</tbody>
</table>

PART – B (Answer Any Three) 3 x16 = 48 Marks

Q5) Explain how demographic environment affects strategies of the company. How will you plan to minimize effects and create opportunities? (16 marks)

Q6) What is Focus/Niche strategy? Which type of industry should follow this strategy? What is your opinion on effectiveness of this strategy. (16 marks)

Q7) SWOT analysis is not limited to profit seeking organizations.—discuss and explain. (16 marks)

Q8) What are objectives of your organization? How objectives play role in strategic choices? (16 marks)

Q 9) Write short notes on any two. (2x8 = 16 marks)

1) Mergers and Acquisitions..
2) Five force model for competitive profile..
3) Balanced score card..
4) Natural environment and its effects on strategy.

PART - C [ Compulsory ] 20 - Marks

Q10) Case Study

A Airline industries are in trouble due to fuel prices and other environmental factors. Demand for air travel is still high and flights are always full.

Questions:

1) What is ailing the airline operations?
2) How airlines can earn profits by changing operational strategies?
3) What are your suggestions/strategic options for viability of Airline industry in India?