Final Test Semister 2 Paper 10 INDIAN INSTITUTE OF MATERIALS MANAGEMENT Strategic Management [PGDMM, PGDSCM & L (2 years)]

Instructions:
1. Answer all 50 questions. Each question carries 2 marks Total: 100 Marks
2. Duration 1 Hour.

*Required

1. Email *


2. Name *


3. Roll Number *


4. A _____ can be defined as a plan of action to achieve a set of predetermined and specific goals.  2 points

Mark only one oval.

- [ ] scheme
- [ ] strategy
- [ ] schedule
- [ ] policy
5. A ______ helps in achieving objectives by analysing all business opportunities available to an organisation.  

*Mark only one oval.*

- corporate-level strategy
- business-level strategy
- functional-level strategy
- business-level strategy and functional-level strategy

6. A ______ is the forward-looking view of an organisation, whereas ______ is what an organisation is and why it exists.  

*Mark only one oval.*

- mission; vision
- objective; value
- vision; mission
- value; objective

7. ______, known as the father of strategic management, established the concept of strategy in the _____.  

*Mark only one oval.*

- Johnson; 1950s
- Igor Ansoff; 1960s
- Lamb; 1970s
- Hofer; 1980s

8. Strategic management is a ______ process as it keeps on evolving with respect to the changes in the business environment. It is a responsibility of the ____ management of an organisation.  

*Mark only one oval.*

- horizontal; top
- static; bottom
- dynamic; top
- vertical; middle
9. There are _____ stages in the strategic management process in an organisation.  

*Mark only one oval.*

- [ ] four
- [ ] five
- [ ] six
- [ ] seven

10. “Any organisation is affected by _____ forces, which form an integral part of its environment.”  

*Mark only one oval.*

- [ ] two
- [ ] three
- [ ] four
- [ ] five

11. The higher the _____, the faster is the speed of change. The higher the _____, the more difficult it will be to forecast sales or future market conditions.  

*Mark only one oval.*

- [ ] uncertainty; complexity
- [ ] complexity; volatility
- [ ] volatility; uncertainty
- [ ] ambiguity; complexity

12. _____ factors may affect an organisation positively or negatively, while _____ factors affect the demand for products and services.  

*Mark only one oval.*

- [ ] Political; economic
- [ ] Ecological; technological
- [ ] Economic; legal
- [ ] Economic; ecological
13. _______ focus on the internal processes and structure of an organisation.  

Mark only one oval.

- Organisational capabilities
- Organisational competencies
- Organisational resources
- Organisational strategies

14. _______ refers to the competencies and resources used in order to gain a competitive advantage.  

Mark only one oval.

- Strategic policy
- Strategic environment
- Strategic capability
- Strategic laws

15. _______ is defined as a well-performed internal activity, which is central to the organisation’s competitiveness and profitability.  

Mark only one oval.

- Core competency
- Financial capability
- Core capability
- Static capability

16. While _______ analysis identifies the factors present outside the organisation, ______ analysis emphasises on exploring the internal factors.  

Mark only one oval.

- corporate; gap
- environmental; corporate
- gap; strategic
- marketing; financial
17. ______ is the procedure of selecting the most suitable strategy or strategies that support(s) the organisation in accomplishing its objectives.  
   
   Mark only one oval.
   
   ☐ Strategic choice
   ☐ Strategic policy
   ☐ Financial choice
   ☐ Marketing strategy

18. ______ is used as a tool in business and economics which assists the organisations in comparing potential performance with their actual performance.  
   
   Mark only one oval.
   
   ☐ Corporate analysis
   ☐ Environmental analysis
   ☐ Gap analysis
   ☐ Strategic analysis

19. The corporate-level strategy is the ______ and the ______ which are taken to gain an advantage in the competitive economy by the management.  

   Mark only one oval.
   
   ☐ decision; actions
   ☐ policy; choice
   ☐ mission; vision
   ☐ value; objective

20. ______ are used by firms to utilise any combination of effective strategies to improve their profits and growth.  

   Mark only one oval.
   
   ☐ Retrenchment strategies
   ☐ Combination strategies
   ☐ Expansion strategies
   ☐ Stability strategies
21. _______ takes place when there is a downfall in sales because of certain adverse economic conditions.  

*Mark only one oval.*

- Corporate restructuring
- Organisational restructuring
- Financial restructuring
- Economical restructuring

22. ______ strategies should be aimed towards gaining an edge that can lead to financial stability and viability.  

*Mark only one oval.*

- Corporate-level
- Functional-level
- Business-level
- Financial-level

23. _______ focusses on a particular segment of the cost, while ______ targets at small market niche.  

*Mark only one oval.*

- Focussed differentiation; offering the best price for products
- Focussed on low-cost strategy; focussed differentiation
- Focussed differentiation, integrated low cost/differentiation
- Integrated low cost/differentiation, focussed on low-cost strategy

24. Under _______, organisations reduce the cost of the product to a huge level which automatically increases the profit margin.  

*Mark only one oval.*

- Operational efficiency strategy
- Finance and investment strategy
- Product and service strategy
- High and low pricing strategy
25. Various procedures, plans and programs are used by management to put strategies into the action. This activity is termed as ___________.

Mark only one oval.

☐ strategy compensation
☐ strategy management
☐ strategy control
☐ strategy implementation

26. There is a two-way connection between the strategy ______ and the ______ strategy _____________.

Mark only one oval.

☐ compensation; management
☐ formulation; implementation
☐ management; formulation
☐ implementation; control

27. A/an ______ change is a major change that transforms the organisation at the fundamental level, whereas a/an ______ change is a routine change that takes place over a period of time.

Mark only one oval.

☐ incremental; radical
☐ anticipatory; reactive
☐ radical; incremental
☐ reactive; anticipatory

28. ________ defined organisational structure as a design of administering organisational strategies.

Mark only one oval.

☐ Alfred Chandler
☐ Koontz
☐ Farrell
☐ Peterson
29. “A structure that disseminates authority of decision making to different functional areas is called a/an _______."

Mark only one oval.

☐ divisional structure
☐ functional structure
☐ informal structure
☐ matrix structure

30. “The matrix structure is _______ and complex with more than _____ managers responsible for working on a single project.”

Mark only one oval.

☐ static; two
☐ dynamic; three
☐ permanent; one
☐ temporary; four

31. ________ are responsible for creating organisational structure, executing organisational change, allocating resources effectively and defining the strategic vision.

Mark only one oval.

☐ Strategic leaders
☐ Leaders
☐ Managers
☐ Employees

32. The strategic _____ control technique is used by the organisation working in a stable environment, while the strategic _____ control technique is used by the organisation exercising in an unstable environment.

Mark only one oval.

☐ leap; momentum
☐ group; operational
☐ momentum; leap
☐ operational; group
33. _______ analysis is used to find out the performance results of the strategies, while _______ analysis is a detailed study of all the areas of an organisation rather than focussing on only one particular area.

Mark only one oval.

☐ Comparative; quantitative
☐ Comprehensive; qualitative
☐ Comparative; comprehensive
☐ Quantitative; comprehensive

34. _______ influences, motivates and reinforces investors’ confidence by _______ organisation’s commitment to higher performance and profit.

Mark only one oval.

☐ Corporate governance; maximising
☐ Local governance; minimizing
☐ State governance; expanding
☐ Public governance; minimising

35. Corporate governance was introduced by the _______ in India.

Mark only one oval.

☐ Securities and Exchange Board of India (SEBI)
☐ Confederation of Indian Industry (CII)
☐ Reserve Bank of India (RBI)
☐ Central Government of India

36. _______ is responsible for making recommendations to the board about the future appointments of non-executive directors and of the chairman and the chief executive.

Mark only one oval.

☐ Nomination committee
☐ Shareholders’/investors’ grievance and administrative committee
☐ Remuneration committee
☐ Audit committee
37. _____ is a system that aligns business activities in the form of a plan or strategy, which is designed to create a _____ outcome. 

Mark only one oval.

- Knowledge management; negative
- Strategic management; positive
- Corporate management; negative
- Social management; assertive

38. _____ are used for increasing the movement of goods and services for investment, trading and growth of the organisation in the global markets.

Mark only one oval.

- International strategies
- Business strategies
- Corporate strategies
- National strategies

39. _____ is a form of _____ management that considers every issue in every domain of business.

Mark only one oval.

- Technical innovations; strategy
- Creativity; business
- Corporate strategy; knowledge
- Corporate Social Responsibility (CSR); ethical

40. A strategy is practised at different levels in an organisation. Which one of the following is not a level of strategy?

Mark only one oval.

- Corporate-level strategy
- Single-level strategy
- Business-level strategy
- Functional-level strategy
41. The strategic intent process consists of three important steps. Which one of the following is the correct order of strategic intent process?

*Mark only one oval.*

- Setting the Strategic Intent -> Defining the Challenges -> Empowering the Strategic Intent
- Defining the Challenges -> Setting the Strategic Intent -> Empowering the Strategic Intent
- Empowering the Strategic Intent -> Defining the Challenges -> Setting the Strategic Intent
- Defining the Challenges -> Empowering the Strategic Intent -> Setting the Strategic Intent

2 points

42. Which one of the following is not a procedure for determining critical success factors (CSFs)?

*Mark only one oval.*

- Refining CSFs into values
- Generating the success factors
- Refining CSFs into objectives
- Identifying the measures of performance

2 points

43. The management may decide to monitor and review some parts of the business plan more frequently. Which one of the following business plans may be reviewed?

*Mark only one oval.*

- Goals and objectives
- SWOT analysis
- Financial projections
- All of these

2 points
44. By using which one of the following approaches do an organisation's aspiration and strategic intent exceed its capabilities, which eventually lead to a higher benchmark of success?

*Mark only one oval.*

- [ ] Leverage approach
- [ ] Stretch approach
- [ ] Fit approach
- [ ] None of these

45. Which one of the following components of strategic management describes the scope and purpose of an organisation?

*Mark only one oval.*

- [ ] Mission
- [ ] Vision
- [ ] Objectives
- [ ] Policies

46. There are four stages in the strategic management process in an organisation. Every stage consists of various elements that are converted into activities to be performed to achieve the aim of an organisation. Which one of the following stages of the process of strategic management refers to the process of comparing the actual results with the desired performance?

*Mark only one oval.*

- [ ] Establishment of strategic intent
- [ ] Formulation of strategies
- [ ] Implementation of strategies
- [ ] Strategic evaluation and control
47. Which one of the following statements is correct regarding Configuration School of Thought in strategic management?  

*Mark only one oval.*

- [ ] Strategists play a lead role in strategy formation.
- [ ] A thinker or a philosopher plays a lead role in strategy formation.
- [ ] The transformation process interrupts the stability of strategy.
- [ ] Helps in dealing with the complex situations in the organisation.

48. Which one of the following approaches of the decision-making process does not make effective use of various tools that can be exploited by modern decision makers?  

*Mark only one oval.*

- [ ] Rational-analytical decision making
- [ ] Intuitive-emotional decision making
- [ ] Behavioural-political decision making
- [ ] None of these

49. Which one of the following strategies are primarily concerned with analysing and finding the least cost combinations of resources as well as taking care of cash, credit, and risk management?  

*Mark only one oval.*

- [ ] Marketing
- [ ] Human resource
- [ ] Financial
- [ ] None of these

50. Which one of the following characteristics of an organisation’s environment denotes the confusion or misunderstanding about the environment?  

*Mark only one oval.*

- [ ] Complexity
- [ ] Ambiguity
- [ ] Uncertainty
- [ ] Volatility
51. Which one of the following types of business environment constitutes the rules, regulations, policies and processes of an organisation?

*Mark only one oval.*

- [ ] Internal environment
- [ ] External environment
- [ ] Both a and b
- [ ] None of these

52. The economic environment of an organisation is influenced by which factors?

*Mark only one oval.*

- [ ] Gross Domestic Product (GDP)
- [ ] Inflation rates
- [ ] “Currency exchange rates”
- [ ] All of these

53. This is not a continual approach, but a short-term one, for specific projects. This is a/an ___________.

*Mark only one oval.*

- [ ] systematic approach
- [ ] ad-hoc approach
- [ ] processed-form approach
- [ ] None of these