



STRATEGIC MANAGEMENT MCQ'S

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CA Aman Agarwal

Senior Manager at BIG4
(13 years BIG4 experience)



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SUMIT PATNI

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marks

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PURNIMA BHATIA

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JATIN KUMAR

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ABHISHEK TUKARAM

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KHUSHI GOYAL

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MUSKAN

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JIYA ARORA

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ARCHI

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PRERNA GOEL

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NARAYAN SHARMA

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RACHEL SHARMA

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PANAV GUPTA

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LOKESH SINGH

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KHUSHI GUPTA

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HUSAAIN

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DAKSH SHARMA

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KISHAN KUMAR

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marks

HARSHIT GARG

60
marks

SAHIL GARG

60
marks

PALLAVI GARG



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About Aman Sir

CA Aman Agarwal completed his articleship from BDO Haribhakti (Top 5 CA Firm in India) and after that he joined KPMG LLP in Statutory Audit division. During his employment with KPMG, he got skip promotion along with Encore awards. During his tenure, he led three IPO listings, 20+ listed entities, 300+ large private companies and over 1000 engagements.

In 2020, he joined EY and promoted to senior Manager. He has worked closely with the top management (Directors, CFOs, CEOs etc.) on various large companies across the globe which are market leaders in their respective sectors like Automobiles, Aviation, Education, Telecom, Petroleum and FMCG.



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MULTIPLE CHOICE BASED QUESTIONS:				
1.	Strategy is a game plan used for which of the following?			
	a) To take market position	b) To attract and satisfy customers	c) To respond to dynamic and hostile environment	d) All of the above
2.	Which of the following is correct?			
	a) Strategy is always pragmatic and not flexible	b) Strategy is not always perfect, flawless and optimal	c) Strategy is always perfect, flawless and optimal	d) Strategy is always flexible but not pragmatic
3.	Strategy is -			
	a) Proactive in action	b) Reactive in action	c) A blend of proactive and reactive actions	d) None of the above
4.	Reactive strategy can also be termed as-			
	a) Planned Strategy	b) Adaptive Strategy	c) Sound Strategy	d) Dynamic Strategy
5.	Formulation of strategies and their implementation in a strategic management process is undertaken by -			
	a) Top level executives	b) Middle level executives	c) Lower level executives	d) All of the above
6.	Which of the following are responsible for formulating and developing realistic and attainable strategies?			
	a) Corporate level and business level managers	b) Corporate level and functional level managers	c) Functional managers and business level managers	d) Corporate level managers, business level managers and functional level managers
7.	Which of the following managers' role is to translate the general statements/ strategies into concrete strategies of their individual businesses-			
	a) Supervisor	b) Functional Manager	c) CEO of the company	d) All of the above
8.	Which statement should be created first and foremost?			
	a) Strategy	b) Vision	c) Objectives	d) Mission
9.	Strategic management enables an organization to _____, instead of companies just responding to threats in their business environment.			
	a) be proactive	b) determine when the threat will subside	c) avoid the threats	d) defeat their competitors
10.	Read the following three statements: (i) Strategies have short-range implications. (ii) Strategies are action oriented. (iii) Strategies are rigidly defined. From the combinations given below select an alternative that represents statements that are true:			
	a) (i) and (ii)	b) (i) and (iii)	c) (ii) and (iii)	d) (i), (ii) and (iii)
11.	What involves formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives?			
	a) Strategy formulation	b) Strategy evaluation	c) Strategy implementation	d) Strategic management
12.	Strategic management allows an organization to be more			
	a) Authoritative	b) Participative	c) Commanding	d) Proactive
13.	Greg was heading the Global Biscuits SBU for Jonky's Ltd and he got an email congratulating him for being promoted as the head of entire business of Jonky's in India. Which of the following statements is true about Greg's position?			



	a) Greg was a business level manager but now he is a corporate level manager	b) Greg was a functional level manager but now he is a corporate level manager	c) Greg was a business level manager and now also he is a business level manager	d) Greg was a corporate level manager and now also he is a corporate level manager
14.	Which one of the following, focuses on present business scope - 'who we are and what we do'?			
	a) Mission statement	b) Vision statement	c) Goals and objectives	d) Purpose
15.	Members of Infinite Care, an NGO, have met and determined that they need to formulate a philosophical basis for their activities. Thereby they have come up with a statement:- "Provide children till age 12, living in homeless or low-income situations, with the essential items they need to thrive — a home, at school and at play" Identify the area of strategic intent, which the members have stated?			
	a) Vision	b) Business definition	c) Goals and objectives	d) Mission
16.	Functional level managers are concerned with _____			
	a) Strategies that are responsible for the operations of specific business	b) Strategies that span multiple businesses	c) Strategies that are specific to particular country	d) Strategies that encourage a favourable attitude toward change
17.	Drishti Care is a not-for profit eye hospital and research centre. Which one of the following statements is likely to relate to Drishti Care's vision, rather than its mission statement?			
	a) Drishti Care places patient care before all else	b) Drishti Care will be the global leader in cutting edge eye surgery	c) Drishti Care offers the highest level of patient care throughout country	d) Drishti Care consultants strive to continually improve surgical techniques
18.	Imagine you are part of a strategic planning team for a company. As you work on defining the company's identity and its current business scope which of the following elements primarily concentrates on answering the question, "Who we are and what we do?"			
	a) Mission Statement	b) Vision Statement	c) Goals and objectives	d) Purpose
19.	Velvet Limited is a full-service airline. The company is making the following decisions: i. Should a 'no-frills', 'low-fare' subsidiary be set-up? ii. If it is set-up, how should the cabin staff be recruited? Which of the above decisions will be taken by corporate level managers?			
	a) Only (i)	b) Only (ii)	c) (i) and (ii)	d) Neither (i) nor (ii)
20.	Shreya, the owner of Kalakaari boutiques, delegates tasks as per competencies of her team. What is she covering here?			
	a) Risk	b) Work Culture	c) Employee friendly vision	d) Proper use of mission statement
21.	Dee Limited is an international clothing retailer. The company is making the following decisions: i. Should another range of shops be established? ii. Should the company float more share capital? iii. How will the premises be fitted out for the new range of shops? Which of the above decisions will be taken by corporate level managers?			
	a) Only (i)	b) Only (ii)	c) (i) and (ii)	d) (ii) and (iii)
22.	The statement "where we want to go" denotes company _____			
	a) Objective	b) Policy	c) Strategy	d) Vision
	In a recent strategy meeting, the leadership team of TechNova, a growing software development firm, emphasized the importance of defining the core purpose of the organization. They aimed to outline the primary reason for the company's existence and to guide their decision-making processes during challenging times. They noted that this central guiding declaration would help align the team's efforts and communicate to stakeholders what the company stands for. What term best describes the central			



guiding declaration that communicates the purpose and values of TechNova?			
a) Vision	b) Mission	c) Objectives	d) Goals

ANSWERS:					
1.	(d)	2.	(b)	3.	(c)
4.	(b)	5.	(d)	6.	(d)
7.	(b)	8.	(b)	9.	(a)
10.	(a)	11.	(d)	12.	(d)
13.	(a)	14.	(a)	15.	(d)
16.	(a)	17.	(b)	18.	(a)
19.	(a)	20.	(d)	21.	(c)
22.	(d)	23.	(b)		



MULTIPLE CHOICE BASED QUESTIONS:			
1.	KSFs stand for:		
	a) Key strategic factors	b) Key supervisory factors	c) Key success factors
2.	Competitive landscape requires the application of-		
	a) Competitive advantage	b) Competitive strategy	c) Competitive acumen
3.	The term PESTLE analysis is used to describe a framework for analyzing:		
	a) Macro Environment	b) Micro Environment	c) Both Macro and Micro environment
4.	'Attractiveness of firms' while conducting industry analysis should be seen in-		
	a) Relative terms	b) Absolute terms	c) Comparative terms
5.	What is not one of Michael Porter's five competitive forces?		
	a) New entrants	b) Rivalry among existing firms	c) Bargaining power of unions
6.	Which of the following constitute Demographic Environment?		
	a) Nature of economy i.e. capitalism, socialism, Mixed	b) Size, composition, distribution of population, sex ratio	c) Foreign trade policy of Government
7.	All are elements of Macro environment except:		
	a) Society	b) Government	c) Competitors
8.	The emphasis on product design is very high, the intensity of competition is low, and the market growth rate is low in the _____ stage of the industry life cycle.		
	a) Maturity	b) Introduction	c) Growth
9.	Y Mart super market is planning for the next five years. Which of the following economic influences should it consider? i. Unemployment rate ii. Internet ordering iii. Animal welfare iv. Consumer legislation v. Population size vi. Interest rates		
	a) (i) & (vi)	b) (i), (iv) & (vi)	c) (iv) & (vi)
10.	The strategic landscape of healthcare sector around the world is changing rapidly because of-		
	a) Doctors Educational Interest	b) Indian Nurses going to abroad	c) Internet and Technological advancement
11.	A newspaper is planning for the next five years. Which of the following demographic influence(s) should it consider as part of its external environment analysis? i. Tax on newspapers ii. Import of raw materials will suffer if domestic currency weakens iii. Increased mobility around the world requires different language version iv. Carbon emissions from the use and products of paper - newspaper		
	a) (iii) & (iv)	b) Only (iii)	c) Only (iv)
12.	The process of strategic management can be made effective by building-		
	a) Product advantage	b) Market advantage	c) Competitive advantage



13.	Halder & Sons have invested in latest technology in terms of latest printing machines from Germany and Israel. But recent advent of internet has posed a big threat to their printing business as majority of their clients have now turned to more environment friendly options. They are not able to sell off their machines which are now redundant. What condition are they facing right now?			
	a) Improper market analysis	b) Exit Barriers	c) Paralysis of Strategic vision	d) Weak SWOT analysis
14.	Imagine you are tasked with analyzing the competitive landscape for a new product launch. In this context, which of the following factors is not relevant to understanding the competitive landscape?			
	a) Identifying the competitor	b) Understanding the customer	c) Determining the strength of the competitors	d) Determining the weakness of the competitors
15.	ABC Ltd. has identified that all three of its main products are at the maturity phase of the product life cycle. Which of the following is ABC Ltd. likely to be experiencing due to this?			
	a) High, but declining sales	b) Growing numbers of competitors	c) Product diversification and differentiation strategies	d) Adoption of price skimming strategies
16.	A company can reduce the threat of substitutes by:			
	a) Increasing product differentiation	b) Lowering prices	c) Expanding into new markets	d) Strengthening supplier relationships
17.	Nicole has inherited a restaurant from her uncle. The restaurant had been under-performing and was closed six months ago. Nicole wants to begin a new restaurant in the premises with a new name and new cuisine. The following are primary activities of the value chain that Nicole should consider except:			
	a) In bound logistics: side of local, high-quality produce for ingredients	b) Outbound logistics: consider delivery of the bound to table.	c) Marketing: Presentation of meals	d) Technology: Advanced cooking equipment
18.	Raju started a samosa stall in a local market and the existing momos and bhelpuri stall owners started creating problems for him. This is an example of-			
	a) Bargaining power of suppliers	b) Threat of new entrants	c) Substitute products	d) Nature of rivalry in industry
19.	The bargaining power of buyers is high when:			
	a) There are few buyers in the market	b) There are many sellers in the market	c) Buyers have limited information about the product	d) Buyers have many alternatives
20.	Which of the following is not an example of socio-cultural environment?			
	a) Role of women in society	b) Rising income	c) Family structure	d) Educational levels
21.	When competitive rivalry is high, it means:			
	a) There are few competitors in the market	b) Customers have low bargaining power	c) There is intense competition among existing firms	d) Suppliers have high bargaining power
22.	Which environment can create new markets and new business segments?			
	a) Political environment	b) Economic environment	c) Sociocultural environment	d) Technological environment
23.	A company's flagship product has experienced a plateau in sales despite heavy promotions and marketing. What phase of the Product Life Cycle are they likely in, and what is the best strategic option to consider?			



	a) Introduction; increase prices	b) Growth; diversify product range	c) Maturity; seek product differentiation	d) Decline; invest in new technology
24.	During which stage of the Product Life Cycle would you typically expect the highest marketing expenditure per unit sold as companies aggressively promote their product?			
	a) Maturity	b) Introduction	c) Growth	Decline

ANSWERS:

1.	(c)	2.	(d)	3.	(a)
4.	(a)	5.	(c)	6.	(b)
7.	(c)	8.	(b)	9.	(a)
10.	(c)	11.	(b)	12.	(c)
13.	(b)	14.	(b)	15.	(c)
16.	(a)	17.	(d)	18.	(b)
19.	(d)	20.	(b)	21.	(c)
22.	(d)	23.	(c)	24.	(b)



MULTIPLE CHOICE BASED QUESTIONS:				
1.	The goal of SWOT analysis is to _____ the organization's opportunities and strengths while _____ its threats and _____ its weaknesses.			
	a) avoid; neutralizing; correcting	b) exploit; neutralizing; correcting	c) avoid; capitalizing; neutralizing	d) exploit; avoiding; ignoring
2.	SWOT analysis is an evaluation of the organization's _____ strengths and weaknesses and its _____ opportunities and threats			
	a) external; internal	b) internal; internal	c) external; external	d) internal; external
3.	External opportunities and threats are usually:			
	a) the minor cause of organizational demise or success	b) least important for CEOs and the board of directors	c) not as important as internal strengths and weaknesses	d) largely uncontrollable activities outside the organization
4.	The sustainability of competitive advantage and a firm's ability to earn profits from its competitive advantage depends upon:			
	a) Durability, reliability, transferability, approximately	b) Appropriability, durability, transferability, imitability	c) Transferability, imitability, reliability, approximately	d) Imitability, durability, reliability, appropriability
5.	Internal _____ are activities in an organization that are performed especially well.			
	a) Opportunities	b) Competencies	c) Strengths	d) Management
6.	'Strategic group mapping' helps in-			
	a) Identifying the strongest rival companies	b) Identifying weakest rival companies	c) Identifying weakest and strongest rival companies	d) None of the above
7.	In Michael Porter's generic strategy _____ emphasizes producing standardized products at a very low per unit-cost for consumers who are price sensitive.			
	a) Cheap Leadership	b) Inferior product leadership	c) Cost leadership	d) Cost benefit
8.	Differentiation Strategy can be achieved by following measures: 1. Match products with tastes and preferences of customers. 2. Elevate the performance of the product. 3. Rapid product innovation Which of the above is true:			
	a) (1) and (2)	b) (1) and (3)	c) (2) and (3)	d) (1), (2) and (3)
9.	What are the three different bases given by Michael Porter's Generic Strategies to gain competitive advantage?			
	a) differentiation, integration and compensation	b) integration, focus and differentiation	c) compensation, integration and focus	d) cost leadership, differentiation and focus
10.	A firm successfully implementing a differentiation strategy would expect:			
	a) Customers to be sensitive to price increases.	b) To charge premium prices.	c) Customers to perceive the product as standard.	d) To automatically have high levels of power over suppliers.
11.	Indian Company plans to offer snack during travel through ropeways and two free movies tickets on completion of the travel. This marketing technique is known as			
	a) Augmented marketing	b) Synchro marketing	c) Social marketing	d) Demarketing



12.	Perscopter, a manufacturer of private helicopter offers unique features that fullfill the demands of a narrow market. It competes in market based on its uniqueness and custom-oriented private helicopters. Perscopter provides limited number of high-end helicopters with ultimate features. Which business strategy is being followed by Perscopter?												
	a) Differentiation	b) Focused cost leadership	c) Cost leadership	d) Focused differentiation									
13.	DMart sells fast moving consumer goods at wholesale prices to retail customers, is a strategy of?												
	a) Market Penetration	b) Cost Differentiation	c) Cost Leadership	d) Market Development									
14.	ABC Fashion provides early access and exclusive designs to its exclusive clientele, emphasizing personalized experiences. Which marketing type does this exemplify?												
	a) Augmented marketing	b) Service marketing	c) Person marketing	d) Relationship marketing									
15.	The process of creating, maintaining, and enhancing strong, value- laden relationships with customers and other stakeholder is:												
	a) Social marketing	b) Augmented marketing	c) Direct marketing	d) Relationship marketing									
16.	Which of the following is a potential limitation of strategic group mapping?												
	a) It does not provide insights into competitive advantages.	b) It cannot account for changes in market conditions.	c) It may oversimplify the complexity of industry dynamics.	d) It is not useful for benchmarking against industry standards.									
17.	XYZ is a high-end department store chain that is struggling to survive. A number of other department store chains compete with it and are also struggling. How should XYZ best analyse the industry in order to work out how to increase performance?												
	a) Identify groups of department stores that compete in a similar way.	b) Show the competitive pathways that various competitors will adopt.	c) Determine the combined effect of all the stores' different strategies.	d) Ignore key success factors that affect discount stores.									
18.	NS is the market leader in sportswear in Beeland, selling a variety of sportswear products. The board has recently instituted a review of the competitive position of NS by commissioning a SWOT analysis. Match the columns in respect of the following elements of SWOT analysis:												
	<table border="1"> <thead> <tr> <th>Column A</th> <th>Column B</th> </tr> </thead> <tbody> <tr> <td>1. Excellent brand awareness of NS</td> <td>i. Strength</td> </tr> <tr> <td>2. New product to be introduced by NS in the market for new sport at the world championship</td> <td>ii. Weakness</td> </tr> <tr> <td>3. Child labour scandal in the sportswear is industry which may cause a negative impact on the image of NS due to growth of social media</td> <td>iii. Opportunities</td> </tr> <tr> <td>4. Loss of key brand ambassador of NS</td> <td>iv. Threats</td> </tr> </tbody> </table>		Column A	Column B	1. Excellent brand awareness of NS	i. Strength	2. New product to be introduced by NS in the market for new sport at the world championship	ii. Weakness	3. Child labour scandal in the sportswear is industry which may cause a negative impact on the image of NS due to growth of social media	iii. Opportunities	4. Loss of key brand ambassador of NS	iv. Threats	
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	a) (1) - (iii), (2) - (i), (3) - (ii), (4) - (iv)	b) (1) - (i), (2) - (ii), (3) - (iii), (4) - (iv)	c) (1) - (i) , (2) - (iii), (3) - (iv), (4) - (ii)	d) (1) - (i), (2) - (iii), (3) - (ii), (4) - (iv)									
19.	Best-cost provider strategy involves providing customers more value for the money by emphasizing on:												
	a) Low cost and low-quality difference	b) Low cost and better-quality difference	c) High cost and low-quality difference	d) High cost and better-quality difference									
20.	Core competencies are the knowledge, skills, and facilities necessary to design and produce												
	a) Core products	b) End products	c) Competitive Advantage	d) All of the above									



21.	Big retail stores (e.g., Big Bazaar) and supermarkets have special core competencies in the areas of: A. Merchandising B. Securing supplies at lower cost C. In-house activity management D. Computerized stock ordering and billing systems E. Own brand labels Select the correct options:			
	a) A, C, D	b) B, D, E	c) A, B, C, D	d) A, B, D, E
22.	How can strategic group mapping help a company in its strategic planning?			
	a) By identifying opportunities for cost-cutting	b) By highlighting areas for vertical integration	c) By revealing gaps in the market that can be exploited	d) By determining the best pricing strategy for a product
23.	Big Billion Days sale by Flipkart is an example of which type of strategic marketing technique?			
	a) Synchro Marketing	b) Concentrated Marketing	c) Demarketing	d) Enlightened Marketing
24.	In case of home appliances, the concept of offering additional customer services and benefits to the customers, can be considered as			
	a) Social Marketing	b) Augmented Marketing	c) Concentrated Marketing	d) Differential Marketing
25.	Walmart a global giant sells fast moving consumer goods at even less than wholesale prices to retail customers, this is a strategy of?			
	a) Market Penetration	b) Cost Differentiation	c) Cost Leadership	d) Market Development
26.	Competitive Advantages is achieved when _____.			
	a) The firm successfully formulates the value creation strategy.	b) The firm successfully implements the value creation strategy.	c) Other firms are unable to duplicate it or find it too costly to imitate.	d) All of the above
27.	The activity of identifying the strongest and weakest companies is known as:			
	a) Strategic Audit	b) Portfolio Analysis	c) Strategic Surveillance	d) Strategic Group mapping
28.	The marketing strategy which is used to reduce or shift the demand is:			
	a) Enlightened marketing	b) Synchro-marketing	c) Place marketing	d) Demarketing
29.	A multinational corporation is planning a merger with a local firm in a developing country. The local firm's community has high stakes in maintaining local employment and environmental standards but possesses low power in formal negotiations. How should the corporation categorize this stakeholder?			
	a) High power, low interest	b) Low power, high interest	c) High power, high interest	d) Low power, low interest
30.	Urbankey has a unique capability in rapid prototyping, allowing them to bring new products to market faster than the competitors. Such an advantage can be termed as?			
	a) Market Expansion Strategy	b) Core Competency	c) Cost Leadership Strategy	d) Appropriate SWOT Analysis
31.	Suman, the marketing head of Jalwa Music Co., was doing research on the online music streaming business in India for her new age music for youngsters. She analyzed that though the players in the market were innovating rapidly, it was difficult to maintain a sustainable competitive advantage. Which aspect of strategic management best reflects this challenge?			
	a) The need for continuous innovation.	b) The importance of understanding the competitive landscape.	c) The dynamic and unpredictable nature of the industry.	d) The difficulty in estimating competitors' responses.
ANSWERS:				



1.	(b)	2.	(d)	3.	(d)
4.	(b)	5.	(c)	6.	(c)
7.	(c)	8.	(d)	9.	(d)
10.	(b)	11.	(a)	12.	(d)
13.	(c)	14.	(d)	15.	(d)
16.	(c)	17.	(a)	18.	(c)
19.	(b)	20.	(a)	21.	(d)
22.	(c)	23.	(a)	24.	(b)
25.	(c)	26.	(d)	27.	(d)
28.	(d)	29.	(b)	30.	(b)
31.	(c)				

MULTIPLE CHOICE BASED QUESTIONS:			
1.	Which strategy is implemented after the failure of turnaround strategy?		
	a) Expansion strategy	b) Diversification strategy	c) Divestment strategy
	d) Growth Strategy		
2.	Retrenchment strategy in the organization can be explained as		
	a) Reducing trenches (gaps) created between individuals.	b) Divesting a major product line or market.	c) Removal of employees from job through the process of reorganization.
	d) Removal of employees from job in one business to relocate them in other business.		
3.	An organisation diversifies in backward sequence in the product chain and enters specific product/process to be used in existing products. It is:		
	a) Forward Diversification	b) Vertical Diversification	c) Horizontal Diversification
	d) Reactive Diversification		
4.	Corporate strategy includes:		
	(i) expansion and growth, diversification, takeovers and mergers		
	(ii) Vertical and horizontal integration, new investment and divestment areas		
	(iii) determination of the business lines		
	From the combinations given below select a correct alternative:		
	a) (i) and (ii)	b) (i) and (iii).	c) (ii) and (iii)
	d) (i), (ii) and (iii)		
5.	Vertical integration may be beneficial when		
	a) Lower transaction costs and improved coordination are vital and achievable through vertical integration.	b) Flexibility is reduced, providing a more stationary position in the competitive environment.	c) Various segregated specializations will be combined.
	d) The minimum efficient scales of two corporations are different.		
6.	Stability strategy is a _____ strategy.		
	a) SBU Level	b) Corporate Level	c) Business Level
	d) Functional Level		
7.	Conglomerate diversification is another name for which of the following?		
	a) Related diversification	b) Unrelated diversification	c) Portfolio diversification
	d) Acquisition diversification		
8.	Diversification primarily helps to:		
	a) Reduce competition	b) Reduce risk	c) Reduce taxes
	d) Reduce costs		
9.	If suppliers are unreliable or too costly, which of these strategies may be appropriate?		
	a) Horizontal integration	b) Backward integration	c) Market penetration
	d) Forward integration		
10.	Sanjay guided the team of young entrepreneurs to hold to the current position in the market till they get a big opportunity. What could be their business termed as basis Sanjay's advice?		
	a) Question Mark	b) Cash Cow	c) Star
	d) Dog		
11.	A rubber manufacturer starts making shoe soles and gum can be termed as?		
	a) Conglomerate Diversification	b) Concentric Diversification	c) Horizontal Integration
	d) Vertical Integration		
12.	Catalyst Polymers, a textile producing firm, has witnessed unprecedented sales growth in the last few years due to favorable market conditions abroad. As a result, the company diversified its activities to Chemical Manufacturing, Steel Forging and Metal Dye Manufacturing. The investment in steel forging in particular has not been successful due to strict environmental laws enacted by the Government. The said strategic business unit (SBU) though generates enough cash to sustain but does not have much future and sometimes requires cash for survival. Consequently, the management has engaged an expert in the field to help them classify the SBUs. Employing the Boston Consulting Group (BCG) Growth-Share		



	Matrix, the expert advised the company to disinvest or liquidate Steel Forging SBU. Classify the Steel Forging SBU into the most appropriate matrix.			
	a) Star	b) Cash cow	c) Question Mark	d) Dog
13.	A tea farm owners plan to open tea cafes in tourist spots and to sell their own premium tea to build a brand. Which of the following can this be termed as?			
	a) Backward Integration	b) Forward Integration	c) Diversification	d) Horizontal Integration
14.	Corporate strategy includes: (i) expansion and growth, diversification, takeovers and mergers (ii) Vertical and horizontal integration, new investment and divestment areas (iii) determination of the business lines From the combinations given below select a correct alternative:			
	a) (i) & (ii)	b) (i) & (iii)	c) (ii) & (iii)	d) (i), (ii) & (iii)
15.	Hupo a honey brand decided to start a new brand for making honey ginger candies to meet the rising demand. Identify their growth strategy?			
	a) Conglomerate Diversification	b) Concentric Diversification	c) Vertical Integration	d) Horizontal Integration
16.	A company that produces and sells athletic shoes may acquire or merge with another athletic shoe manufacturer in order to increase their market share and reduce competition is an example of-			
	a) Horizontal integration	b) Backward integration	c) Market penetration	d) Forward integration
17.	You have been appointed as a strategic manager at ABC Company, which is currently facing a situation where one of its products has entered the maturity stage of its Product Life Cycle (PLC). The company has made a deliberate decision to maintain its existing business operations and is content with achieving incremental growth for this product aligns with which of the following strategies?			
	a) Expansion strategy	b) Stability strategy	c) Retrenchment strategy	d) Combination strategy
18.	The most probable time to pursue a harvest strategy is in a situation of			
	a) High growth	b) Decline in the market life cycle	c) Strong competitive advantage	d) Mergers & acquisitions
19.	The Specialist Clothing Company (SCC) is a manufacturer of a wide range of clothing. Fashion is one of the five divisions of SCC. Fashion is operating in a market with high growth and is a market leader. By the next year, it is predicted to have 10% of the market share in a growing market. Fashion should be classified as which of the following according to the BCG matrix.			
	a) Star	b) Dog	c) Cash cow	d) Question mark
20.	What is the strategic approach for businesses in the "Harvest" quadrant of the ADL Matrix?			
	a) Invest for growth	b) Maximize short-term cash flow	c) Divest immediately	d) Maintain current operations
21.	Which quadrant of the BCG Matrix represents businesses or products with low market share in a slow-growing market?			
	a) Stars	b) Cash Cows	c) Question Marks	d) Dogs
22.	Vertical integration may be beneficial when -			
	a) Lower transaction costs and improved coordination are vital and achievable through vertical integration.	b) Flexibility is reduced, providing a more stationary position in the competitive environment.	c) Various segregated specializations will be combined.	d) The minimum efficient scales of two corporations are different.



23.	A beverage company has more than 500 soft drink brands, but none of them is anywhere close to its premium brand One Sip in awareness, revenue and profits. As per BCGs Matrix, One Sip brand for the beverage company is?				
	a) Star	b) Dog	c) Cash cow	d) Question mark	
24.	Nom-Nom is a fast food brand and has been facing a lot of competition from American brands and has decided to NOT go very aggressive but to just preserve market share? Which of the strategy Nom-Nom is following?				
	a) Build	b) Hold	c) Harvest	d) Divest	
25.	Always Ahead Ltd. is an established player in FMCG, Herbs, Health care and White goods. Company has classified its portfolio on investments in different businesses in four quadrants as suggested by Boston Consulting Group. On further analysis of relationship between market growth rate and relative market share for White goods business, it is found that opportunities to increase its market share are there. Emphasis need to be given to make a strong future with large market share even by foregoing short-term earnings for this business. Which strategy is being pursued by the company for White goods segment:				
	a) Build	b) Hold	c) Harvest	d) Divest	
26.	EcoGreen, a company specializing in sustainable home products, has decided to enter the energy sector by developing and marketing solar panels and home energy storage solutions. This new direction involves creating a completely new product line that extends beyond their traditional home goods, thereby entering an industry with their current brand. What strategy is EcoGreen using to enter the energy sector?				
	a) Market penetration	b) Product development	c) Market development	d) Diversification	
27.	UN&T reached out to Mukesh S, an entrepreneur from India to get his team to work on a mega solar energy project and enter India's deccan plateau which enjoys an abundance of sunshine. What strategy is UN&T trying to implement?				
	a) Market penetration	b) Market development	c) Strategic Alliance	d) Diversification	
ANSWERS:					
1.	(c)	2.	(b)	3.	(b)
4.	(d)	5.	(a)	6.	(b)
7.	(b)	8.	(b)	9.	(b)
10.	(a)	11.	(d)	12.	(d)
13.	(b)	14.	NA	15.	(c)
16.	(a)	17.	(b)	18.	(b)
19.	(a)	20.	(b)	21.	(d)
22.	(a)	23.	(c)	24.	(b)
25.	(a)	26.	(d)	27.	(c)



MULTIPLE CHOICE BASED QUESTIONS:			
1.	_____ leadership style may be appropriate in turbulent environment.		
	a) Transactional	b) Transformational	c) Autocratic
2.	An organizational structure with constricted middle level is:		
	a) Divisional structure	b) Network structure	c) Hour Glass structure
3.	You are the head of operations of a company. When you focus on total or aggregate management functions in the sense of embracing the integrated activities of a complete department et al, you are practicing: -		
	a) Strategic control	b) Management control	c) Administrative control
4.	Which of the following would be chosen by the core strategist to implement operational control:		
	a) Premise control	b) Special Alert control	c) Implementation control
5.	Compliance, Identification and Internalization are the three processes involved in:		
	a) Refreezing	b) Defreezing	c) Changing behaviour
6.	Which one is NOT a type of strategic control?		
	a) Operational control	b) Strategic surveillance	c) Special alert control
7.	Which of the following situation will most likely suit for transformational leader?		
	a) An organization that is in trouble	b) A growing organization	c) An organization in a stable environment
8.	Swabhaayv, a social media marketing firm introduced an AI based management tool that has the capabilities of managing teams across functions all while being creative. What is the most likely organisations structure post this implementation?		
	a) Divisional structure	b) Matrix Structure	c) Hourglass Structure
9.	The employees of XYZ Ltd have been facing problems regarding the difference between the understanding of strategy formulation and strategy implementation. In order to address this problem, you, the president operations, made 4 groups and asked each group to write in points their understanding of the same. The following points were compiled from their knowing of strategy formulation and implementation: (1) Strategy formulation focuses on efficiency while strategy implementation focuses on effectiveness. (2) Strategy formulation requires motivation and leadership skills while strategic implementation require conceptual intuitive and analytical skills. (3) Strategy formulation is an intellectual process while strategy implementation is primarily an operational process. (4) Strategy formulation requires coordination between executives at middle and lower level while strategy implementation requires coordination among the executive at the top levels. Out of the following views, what all needs to be corrected		
	a) 1, 3 & 4	b) 1, 2 & 3	c) 1, 2 & 4
10.	Davis and Lawrence have proposed three distinct phases for development of matrix structure. These phases are (1) Cross functional task forces (2) Product/brand management and (3) _____		
	a) Market/external management	b) Functional matrix	c) Mature matrix
11.	What is the second phase of Matrix structure proposed by Davis and Lawrence?		
	a) Cross functional task force	b) Product/brand management	c) Cross fertilized project



12.	Which of the following is more radical organisation design and is also called as non-structure which virtually eliminates in house business functions and outsource many of them?			
	a) Network Structure	b) Strategic Business Unit	c) Hourglass Structure	d) Divisional Structure
13.	Anshul joined a telecom company after his MBA and started working as market research analyst. His job included analyzing industry factors like competitors suppliers and substitutes. Which of the strategic controls is he working on?			
	a) Strategic Surveillance	b) Special Alert Control	c) Premise Control	d) Benchmarking
14.	Mckinsey's 7s framework consists of:			
	a) Structure, Strategy, Software, Skills, Styles, Staff and Supervision	b) Structure, Strategy, Systems, Skills, Styles, Syndication and Shared Values	c) Structure, Strategy, Systems, Skills, Steering power, Styles and Shared Values	d) Structure, Strategy, System, Skills, Staff, Shared values and Style
15.	Technique to cope up with sudden change in Government, Natural calamities, terrorist attacks, industrial disasters etc, is called			
	a) Special Alert Control	b) Strategic Surveillance	c) Premise Control	d) Implementation Control
16.	Delta is an organisation specializing in Information Technology enabled Services (ITeS) and Communication business. Last year, the organisation had successfully integrated an Artificial Intelligence (AI) tool named 'Zeus' in the existing ERP system. The AI tool, using Deep Learning technique provided a digital leap transformation in various business processes and operations. It has significant diminished the role played by specialist managers of the middle management. This technological tool in addition to saving organisational costs by replacing many tasks of the middle management has also served as a link between top and bottom levels in the organisation and assists in quick decision making. The skewed middle level managers now perform cross-functional duties. Which type of organisational structure is the company transitioning into?			
	a) Strategic business unit structure	b) Matrix Structure	c) Network Structure	d) Hourglass structure
17.	Systematic and continuous monitoring of the business environment to verify the accuracy of assumptions on which strategy is built is achieved by			
	a) Premise control	b) Special Alert control	c) Implementation control	d) Strategic Surveillance
18.	In which type of organization are Strategic Business Unit (SBUs) commonly found?			
	a) Sole proprietorships	b) One-business organizations	c) Non-profit organization	d) Multi-business organizations
19.	As a strategist, what is your understanding of how strategies are put into action?			
	a) Strategies are statements of Intent realized through Implementation.	b) Strategies are statements of Intent that are automatically activated.	c) Strategies, by themselves, lead into action	d) By strategy formulation and not through implementation.
20.	Dr. Raman has been running a nursing home for about twenty two years now, and has gained enormous name for high benevolence in Balram district of Chhattisgarh. Recently, his daughter, Dr. Radhika completed her medicine degree from the United States of America and returned to her hometown to be a part of her father's practice. She has been given the baton to promote modern medicine and retain the local skilled youth in their practice. However, their nursing home's skilled youth has been more inclined to E-Commerce employment opportunities. Dr. Radhika has taken it as a challenge to imbibe the very essence of service in them, by being employees as nurses and caretakers of the ill. This shall be very crucial ill growing the practice as desired. Which of the following phase of Kurt Lewin's Model of Change will be most challenging for Dr. Radhika to strategically positioning her father's nursing home?			
	a) Compliance	b) Identification	c) Internalization	d) Transition



21.	Select a distinguishing feature between divisional and functional structure.			
	a) Both functional departments and divisional process departments are accountable for profits or revenues.	b) Functional departments are not accountable for profits or revenues, whereas divisional process departments are evaluated on these criteria.	c) None of functional departments and divisional process departments are accountable for profits or revenues	d) Both the structures are same
22.	Last year, as a part of the organisational change process Project Zeta was implemented by the CTO of Omega Private Limited. Zeta being an Artificial Intelligence enabled tool use machine learning technology to speed up operations by transformation of various business processes and operations across finance, sales, delivery, human resources and other departments. Likewise, the unfreezing phase of the change process has been successfully completed by the company and the employees wholly recognize and accept the need for change. The company now wishes to reassign new patterns of behavior based on the three processes of compliance, identification and internalization. Kindly identify and mark the correct person who propounded this model.			
	a) Kurt Lewin	b) Richard Rumelt	c) H.C. Kellman	d) William F Glueck
23.	Super Products Ltd. is having four divisions, i.e. Alpha, Beta, Cos and Theta. All the divisions are independent product center and are also integral part of product Gama of the company. Each division contains its own set of activities under the control of respective general manager. Each general manager is responsible for his respective product line and its profitability. While having own set of competitors, each center has its own competitive advantages with the resources and capabilities they develop. Such structure is known as:			
	a) Network structure	b) Divisional structure	c) Multi divisional structure	d) Strategic business unit
24.	The correct sequence of the stages as per Kurt Lewin's model of change is:			
	a) Changing to the new situation, Unfreezing the situation and Refreezing	b) Unfreezing the situation, Refreezing and Changing to the new situation	c) Refreezing, Unfreezing the situation and Changing to the new situation	d) Unfreezing the situation, Changing to the new situation and Refreezing
25.	Alpha Corp is undergoing a shift to foster a culture that encourages innovative thinking and team collaboration. To achieve this, the company is focusing on how leaders interact with their teams and set examples for behavior, aiming to align leadership practices with desired cultural outcomes. Which aspect of AlphaCorp is being adjusted to foster a culture of innovation and collaboration?			
	a) Structure	b) Systems	c) Skill	d) Style
26.	The CEO of GoFlyHigh Airlines has built a high-performance team over five years by closely monitoring performance metrics, setting clear expectations, and motivating employees through rewards and structured improvement plans. Her disciplined and results-focused approach has driven organizational success by fostering accountability and maintaining high standards. This leadership style emphasizes achieving defined goals through a structured framework, balancing performance recognition with corrective measures for sustained excellence. What strategic leadership style does the CEO exhibit?			
	a) Entrepreneur Leadership	b) Transformational Leadership	c) Transactional Leadership	d) Intrapreneur Leadership
27.	Harish, a middle manager, is confused about the difference between flexibility and resilience while working around an uncertain situation in the organization. Can you help find the right difference between the two?			
	<p>a) Flexibility is about adapting to new things quickly, while resilience is about holding on to the current position of the things for the short-term as the organisation is confident of its efficiencies.</p> <p>b) Flexibility is a subset of resilience, and to be flexible means to be resilient.</p> <p>c) Flexibility is the opposite of resilience, where, if the organisation is flexible, it changes and if it is resilient it doesn't change at all.</p> <p>d) Both are the same.</p>			
	a)	b)	c)	d)
ANSWERS:				



1.	(b)	2.	(c)	3.	(b)
4.	(d)	5.	(c)	6.	(a)
7.	(a)	8.	(c)	9.	(b)
10.	(c)	11.	(b)	12.	(a)
13.	(c)	14.	(d)	15.	(a)
16.	(d)	17.	(a)	18.	(d)
19.	(a)	20.	(c)	21.	(b)
22.	(c)	23.	(d)	24.	(d)
25.	(d)	26.	(c)	27.	(a)



Question 1.

Connect Innovations Pvt. Ltd., a Mumbai-based technology company, is entering the competitive landscape of the Indian smartphone market under its brand name "Poppy." The company is well aware of the influx of Chinese manufacturers dominating the smartphone industry. Given the recent global sentiment shift due to the COVID-19 pandemic, Connect Innovations plans to position Poppy as a patriotic choice, proudly promoting it as the "Desi" smartphone of India.

The company's strategic arm conducted a thorough industry analysis, revealing that Chinese brands had completely captured the budget phone segment. However, there was still an untapped opportunity in the lower segment of smartphones. To address this, Connect Innovations is introducing two models: Poppy A and Poppy B, priced at Rs. 4,499 and Rs. 5,499, respectively.

Recognizing the risk of imitation by competitors, Connect Innovations has assembled a team of marketing professionals to devise a strategy. Their proposed solution is to capitalize on the firstmover advantage by investing significant sums in advertising and promotions.

Additionally, to safeguard their business from potential disruption, Connect Innovations decided to expand their product line to include "desi" themed smartphone covers and accessories alongside Poppy smartphones. They made substantial investments in the manufacturing of these accessories. The company's investors set a target of achieving annual sales volumes of 15,000 handsets and 70,000 pieces of accessories.

While the accessory sales exceeded expectations, Poppy A and Poppy B did not receive the anticipated response. As a result, the leadership has decided to shift their focus, scaling back on smartphone production and concentrating primarily on the accessories business.

With this new direction, the "Desi" tag remains vital for success. Connect Innovations aims to establish strong barriers to entry for other domestic players. They plan to ramp up production significantly, driving down unit costs and enabling cost leadership through volume.

- 1) Connect Innovations Pvt. Ltd. entered a saturated market of smartphones, after a due market study of understanding the competitive landscape. Put the below steps in correct sequence of understanding the competitive landscape.
 - I. Understand the competitors
 - II. Determining strengths and weaknesses of the competitors
 - III. Identify the competitors
 - IV. Put all information gathered together
 - a) I, III, II, IV
 - b) III, I, II, IV
 - c) II, III, IV, I
 - d) I, III, II, IV

- 2) In which stage of strategic management are annual sales volume objectives especially important in this case?
 - a) Formulation
 - b) Control
 - c) Evaluation
 - d) Implementation

- 3) The decision of Connect Innovations to shift to a new core business with a focus on more profitable ventures falls under which category of business strategy?
 - a) Retrenchment strategy
 - b) Strategic alliance



- c) Diversification strategy
 - d) Market development
- 4) Considering the results from the market, which category of BCG's growth share matrix does the accessories business of Connect Innovations fall into?
- a) Star
 - b) Question Mark
 - c) Cash cow
 - d) Dog
- 5) In phase two of shifting the business focus to peripheral accessories production, Connect Innovations has planned to implement which barrier to discourage potential competitors?
- a) Capital requirement
 - b) Product differentiation
 - c) Access to distribution channels
 - d) Economies of scale

Answer Keys:

1	2	3	4	5
(b)	(d)	(a)	(c)	(d)

Question 2.

KingLike WLL, a renowned Dubai-based construction company, has carved a niche for itself in the real estate market by specializing in residential complexes. It's now poised to introduce a groundbreaking concept called "Vilartment" — a unique blend of private villas and apartments tailored to meet the growing demand of married couples seeking to cohabit with their parents, offering spacious living within a single residential unit. The company's impressive competitive advantage lies in its substantial land purchasing power, setting it apart from its rivals. Furthermore, KingLike engages top-tier Italian designers, whose exceptional work is safeguarded by patents, making the replication of KingLike's properties a formidable challenge.

Recognizing the potential of this innovative concept, KingLike positions the Vilartment project as a distinct business unit within its operations. A talented workforce, strategically placed at various levels, is dedicated to overseeing the unit's functions. The ambitious plan aims to construct approximately 15,000 Vilartments over the next three years, with 50% of them immediately ready for occupancy upon completion.

The marketing team has taken an ingenious approach, enlisting major Bollywood and Hollywood celebrities to grace the foundation stone ceremony of the Vilartment, scheduled for next month. This event will receive extensive coverage from global media outlets, including print and social media platforms, a move aimed at attracting potential buyers worldwide.

With meticulous planning and efficient teams prepared for execution, the management exudes confidence in the project's success. The Vilartment initiative aspires to solidify KingLike WLL's position as a leading global real estate company.

- 1) Igor Ansoff gave a framework which describes the intensification options available to a firm. Which of them did KingLike use for its intensification strategy?
- a) Market penetration
 - b) Product development
 - c) Market development
 - d) Diversification into new products
- 2) Core competency is built on multiple know-hows and is an integration of many resources. As per C.K. Prahalad and Gary Hamel. KingLike has expert teams and huge buying capacity. Which amongst the following is not an area where core competency is identified?
- a) Customer value

- b) Application of competencies
 - c) Market development
 - d) Competitor differentiation
- 3) Different personnel have been deployed at respective levels in the project working as a business unit. Answer, Divisional managers and staff are a part of which of the following strategic levels in the organization?
- a) Corporate Level
 - b) Functional Level
 - c) Business Level
 - d) Consultant Level
- 4) _____ is the answer to the basic question “what business we are and what we do”. Many businesses fail to conceptualize this, and it requires clarity. The company, however, has clarity on the same. Fill in the blank with the correct option.
- a) Vision
 - b) Mission
 - c) Strategy
 - d) Planning
- 5) Vilartment shall function as a strategic business unit (SBU), being one of the key businesses of the company. Which of the following is not a characteristic of a strategic business unit?
- a) It is a combination of two or more independent businesses.
 - b) The planning for the business is done separately.
 - c) It has its own set of competitors.
 - d) It has its own manager responsible for strategy and profits.

Answer Keys:

1	2	3	4	5
(b)	(c)	(c)	(b)	(a)

Question 3.

Hareeyali Pvt. Ltd. is a pioneering company dedicated to transforming corporate spaces into greener environments through innovative infrastructural designs and products. Established recently, it boasts six visionary founders. While the company’s middle management team consists of just four individuals, over fifty dedicated professionals operate on the ground, specializing in client relationship management and delivery coordination.

In this emerging industry, GreenZone Pvt. Lid. is currently at the forefront. With an impressive portfolio of 800 designs catering to fifty clients, GreenZone's production facility churns out an astounding 3000 units per day. While GreenZone has enjoyed a monopoly for some years, the industry anticipates significant growth as more corporations adopt eco-friendly initiatives.

Hareeyali has made commendable strides in its operations but faces a challenge in securing a suitable production facility. The key to unlocking its potential lies in formulating a strategic approach that addresses industry gaps and explores untapped opportunities. The founders are resolutely committed to making their mark in every corporate entity across India.

The expansion plan is divided into three phases, beginning with the targeted markets of Delhi NCR and Mumbai. Recognizing the unique needs of the working class in these cities, the strategy team has identified a crucial aspect —personalization. This insight has led Hareeyali to focus on tailor-made designs for companies, setting them apart from standardized offerings provided by competitors.

Additionally, Hareeyali has introduced the Green Card Points System, an innovative initiative where employees who choose to incorporate their products into their workspaces accumulate points. These points can be redeemed for purchases of herbal and organic products from leading online platforms.

The company has experienced robust growth in the past year and now aims to expand its reach through both online and offline channels. This multifaceted approach positions Hareeyali for even greater success in the coming years

- 1) GreenZone has been the leader in the industry and has deployed some barriers to entry on new players wanting to tap into this new growing industry. Apparently, Hareeyali has been struggling on the very same front and thus, the barrier’s magnitude increases. Which of the following is a barrier to entry used by GreenZone?
 - a) Product differentiation
 - b) Switching costs
 - c) Economies of scale
 - d) Brand identity

- 2) Hareeyali's Green points system falls under which strategic marketing technique?
 - a) Service marketing
 - b) Person marketing
 - c) Direct marketing
 - d) Augmented marketing

- 3) What demonstrates the strategic intent of Hareeyali's founders in their commitment to make their mark in every corporate entity across India?
 - a) Setting specific financial goals
 - b) Focusing on tailored designs for companies
 - c) Formulating a strategic approach to address industry gaps
 - a) The vision to reach every corporate entity

- 4) The management structure of Hareeyali is apparently like any other company with a lot of founders/top management, as the middle office work is undertaken by business automation. It does reduce costs, but the lower management has fewer opportunities to grow. Based on that, which of the following is the organizational structure of Hareeyali?
 - a) Network structure
 - b) Matrix structure
 - c) Divisional structure
 - d) Hourglass structure

- 5) Intensity of rivalry determines the attractiveness and profitability of an Industry. The rivalry between the two companies is furious and the profitability shall be low because of all the below factors, except:
 - a) Variable costs of business
 - b) GreenZone is currently the industry leader
 - c) The industry’s growth is slow
 - d) Companies are planning product differentiation

Answer Keys:

1	2	3	4	5
(c)	(d)	(d)	(d)	(a)

Question 4.

LUXHEAL is a cutting-edge healthcare equipment design and manufacturing company founded by esteemed Indian medical academicians. The company secured a substantial investment of approximately 115 crores from a Pune-based venture capital firm to meet its capital requirements.

Recently, LUXHEAL unveiled its groundbreaking automated mind-mapped wheelchair, WHEELIX, which garnered recognition and accolades worldwide. The product earned the prestigious Industry Differentiator Award at an international conclave, solidifying its position as an industry innovator.

Dr. Budhiraja assumed the role of CEO last year, steering the company from a challenging position to a leadership position in innovation. His transformative leadership style fostered a culture of unity and inspiration among employees. Notably, he initiated a company-wide competition to encourage and recognize exceptional innovations.

One of the company's key strategic strengths lies in its advanced benchmarking processes. However, in their eagerness to enter the market and showcase their product range, LUXHEAL overlooked implementing some of the valuable insights and conclusions derived from these processes.

WHEELIX is poised to establish LUXHEAL as a specialized player in the market catering to affluent elderly individuals. The company has received interest from WeGO, a global leader in wheelchair production, proposing a partnership involving shared branding and facilities. The Board is inclined towards accepting this offer.

Nevertheless, WeGO is entangled in a legal dispute with its distribution partners, necessitating LUXHEAL to invest considerable effort into building its own distribution channels. Given the rising population of affluent elderly individuals and the escalating demand for high-end medical equipment, LUXHEAL is well-positioned to realize its visionary goals. The company's success hinges on effectively executing its innovative ideas.

- 1) LUXHEAL envisages to be the most admired and responsible healthcare equipment company with international footprint. Is this a vision or a mission? If this is LUXHEAL's vision, then which of the following is not essential while drafting the strategic vision?
 - a) It should clearly illuminate the direction in which the organisation is headed.
 - b) It should create enthusiasm among members of the organization.
 - c) It should be rigidly defined to prepare the organisation for the future.
 - d) This is a mission statement and not a vision statement.

- 2) Considering the need for LUXHEAL to build its own distribution channels due to WeGO's legal dispute, which category in the BCG matrix might be relevant for this effort?
 - a) Star
 - b) Dogs
 - c) Cash cows
 - d) Question Mark

- 3) Dr. Budhiraja has been instrumental in bringing about monumental changes in the company's structure and working culture. He has been very approachable yet feared by employees at all levels. What kind of leadership style can his style be termed as?
 - a) Transactional leadership style
 - b) Autocratic leadership style
 - c) Diplomatic leadership style
 - d) Transformational leadership style

- 4) The recent international recognition that the company has got for WHEELIX, has turned around its strategy all together. Which of the following Michael Porter's generic strategies should LUXHEAL follow?
 - a) Cost leadership
 - b) Focused differentiation
 - c) Differentiation
 - d) Focused cost leadership

- 5) Which of the following is a key entry barrier for LUXHEAL?
 - a) Brand identity
 - b) Capital requirement
 - c) Access to distribution channels



d) Product differentiation

Answer Keys:

1	2	3	4	5
(c)	(d)	(d)	(b)	(c)

Question 5.

Introducing Strong Girls Private Limited, a pioneering early-stage health beverage company headquartered in Bangalore, led exclusively by a dynamic team of women. Recognizing two crucial facets of their industry, the company understood the heightened health consciousness among the youth and the abundance of options available in the market to meet their demands.

With these insights in mind, they unveiled their flagship product, Avajoice, a health drink made from Amla, Papaya, Aloe Vera, and Neem, meticulously designed to bolster the immunity of young teenage girls. What sets Avajoice apart is its unique value proposition of delivering both health benefits and delectable flavors through organic ingredients.

To gain a competitive edge in their market segment, the company implemented a standardized production process. This strategic move translated into augmented profit margins and increased bargaining power. Avajoice has been strategically classified as a “Star” in BCG's growth matrix due to its rapid growth trajectory and substantial funding requirements.

The marketing team has played a pivotal role in charting the success of Avajoice. Recognizing the historically low customer loyalty and retention rates in the health beverage industry, the company took proactive steps to address this challenge. They established collaborations with prominent schools in Karnataka and forged an agreement with the State Government of Karnataka to offer Avajoice to girls in government schools at a highly subsidized rate of just one rupee each.

This strategic move not only garnered invaluable free publicity from both local and national media outlets but also allowed the company to introduce their compelling tagline, "We Offer Tasty Health for our Teens." This tagline was strategically propagated as a trending topic on social media, significantly amplifying brand awareness.

Effectively, the company has carved out a distinctive position in the niche market segment, yielding impressive profit margins as a result. Strong Girls Private Limited stands as a beacon of innovation and empowerment in the health beverage industry, setting a new standard for quality and purpose-driven products.

- 1) As per Peter Drucker, it is important to have a meaningful answer to the question, ‘what business are we in?’. Through Avajoice, the company answered the following as ‘We Offer Tasty Health for our Teens. Among which of the following does this statement fall?
 - a) Vision
 - b) Mission
 - c) Business definition
 - d) Action plan

- 2) The processes have been standardised as a strategy to improve margins and gain more negotiation power in the market. Which of the generic strategies by Michael Porter has the company deployed to create a favourable scenario for itself?
 - a) Differentiation
 - b) Focused differentiation
 - c) Cost leadership
 - d) Focused cost leadership

- 3) Igor Ansoff developed a framework which describes the intensification options available to a firm. Which of the following did Strong Girls Private Ltd. use for intensifying Avajoice?
 - a) Market penetration
 - b) Product development
 - c) Market development

- d) Diversification strategy
- 4) Which factor from the PESTLE analysis played a crucial role in the company’s decision to focus exclusively on the health beverage market for teenage girls?
 - a) Social
 - b) Technological
 - c) Economic
 - d) Legal
- 5) Avajoice can be identified as a Star as per BCG’s Growth Matrix, based on the rapid growth it has shown and the enormous funds it demanded to maintain the market and fuel the growth potential. What would Avajoice turn into, as per the matrix, when its growth slows down?
 - a) Dog
 - b) Question Mark
 - c) Will remain a star
 - d) Cash cow

Answer Keys:

1	2	3	4	5
(b)	(d)	(c)	(a)	(d)

Question 6.

MidoriTech, a Japanese information technology giant recently got into a multi-million dollar deal with Dezyner Pvt. Ltd. of Bangalore, a user interface designing company. MidoriTech is a leader in developing firewall for cloud security services and this deal would help it leverage the latest user-friendly designs of Dezyner Pvt. Ltd. to be incorporated in its own systems. The major motive of both the companies is to capture the budding segments of the market, which is very difficult to do given one’s own isolated operations.

The second important aspect of the deal is a shared Research and Development Centre in Bangalore with a 70:30 investment in R&D over the period of the next five years. The advancements in cloud computing are to be matched with other global giants, and this Centre will provide world class excellence for the requisite Mr. B. K. Suman, the erstwhile head of Dezyner Pvt. Ltd., has been appointed as the General Manager of the R&D Centre, and will report directly to the CEO of MidoriTech.

MidoriTech has been in the industry for over thirty years and has over five hundred clients. For better control and ease of business, it has divided its business segments as per the clients’ industry. Thus, it has four major segments: Robotics, E-Commerce, Energy and Others.

The company had been eyeing five probable Indian companies for a design-oriented deal. Over the course of one year, they ran multiple financial models to find the most suitable synergy and finally zeroed in with Dezyner Pvt. Ltd. This was covered by all major media houses, as this is one of the biggest Indo-Japan Deal in the last decade.

The future is uncertain, but the companies, through combined synergies have a stable market standing and growth-oriented future in purview.

- 1) Robotics, E-Commerce, Energy and Others, are separate units of MidoriTech, that have been devised for ease of control. Which of the following is not a characteristic that would have helped them identify and separate units for better strategic management?
 - a) Distinct markets
 - b) Customer's preference
 - c) Similar technologies
 - d) Identical competitive advantage
- 2) Dezyner Pvt. Ltd. and MidoriTech’s deal fall under which type of Expansion Strategy?
 - a) Conglomerate merger
 - b) Concentric diversification

- c) Horizontal merger
 - d) Strategic alliance
- 3) The R&D centre at Bangalore will be a game changer for both the companies. Which of the following is not an approach for implementation that Mr. Suman can deploy?
- a) First firm to market new technology
 - b) Innovative imitator of successful products
 - c) Being a mediator in trading of new technology
 - d) Low-cost mass producer of tested products
- 4) Mr. B. K. Suman shall work as general manager of the R&D centre for the two companies. At which strategic level will he be working as a General Manager?
- a) Corporate level
 - b) Corporate and business level
 - c) Functional and business level
 - d) Functional level
- 5) MidoriTech’s division of its business segments into Robotics, E-Commerce, Energy, and Others aligns with which element of the 7S McKinsey model?
- a) Strategy
 - b) Structure
 - c) Systems
 - d) Style

Answer Keys:

1	2	3	4	5
(b)	(d)	(c)	(b)	(b)

Question 7.

Sukh Pvt. Ltd. has been importing Italian crockery under the brand name of ‘Facile’ since 2017. The company was amongst the first ones in India to introduce the innovative unbreakable crockery. Their affiliate, an Italian company, which owns Facile, had entered into a progressive deal, wherein, products would be sourced to India via their logistics and all marketing spend would be covered by them. However, customer management and nationwide distribution would be taken care of by Sukh Pvt. Ltd. This required English speaking skilled workforce, which has been a constant challenge for the company in India.

The owners of Sukh Pvt. Ltd. have been regular at attending industry relevant conclaves, both national and international. Leaders of the company are avid readers of business magazines. Following that, it was observed that the recent sentiment of the country towards ‘Vocal for Local’ could disrupt their Italian brand's marketability. An extraordinary meeting was set up and the steps ahead were planned.

The outcome of the meeting was to partner with local producers of earthen utensils in phase one of the change strategy. For this, seven state governments were approached. The team was successful in bagging contracts from all the government departments of these seven states and could position themselves fairly in the market. To fund this new investment, they have planned to slowly sell off their Italian business assets as well as the brand, to probable buyers.

This timely shift is proving to be a game changer for the company and the leadership is quite happy with better than before earnings and a much greater response from the customers. They find it easier to operate with domestic producers and vendors, and a sense of patriotism is instilled in the consumers’ mind.

- 1) Which of the following best represents an opportunity for Sukh Pvt. Ltd. in the current scenario?
- a) Increasing competition from local producers
 - b) Growing sentiment for imported goods
 - c) Partnership with local producers of earthen utensils

- d) Decline in customer sentiment towards Vocal for Local
- 2) Which of the following types of strategic control did the owners and leadership of Sukh Pvt. Lid. Deploy, that eventually turned out to be one of the most effective strategic decisions for the company?
 - a) Premise control
 - b) Special alert control
 - c) Implementation control
 - d) Strategic surveillance
- 3) ‘Vocal for Local’ is a market sentiment that changed customer's preferences for the majority of products of all industries. Based on that, Sukh Pvt. Ltd. gauged the competition it might face in the coming months and agreed to change its own product. Which of the following forces, as per Michael Porter's five forces of competitive analysis, is most relevant in this case?
 - a) Threat of new entrants
 - b) Nature of rivalry in the industry
 - c) Threat of substitutes
 - d) Bargaining power of the buyer
- 4) Which of the following aspects of value chain analysis was the most challenging for Sukh Pvt. Ltd. at the time of selling Facile brand crockery?
 - a) Manufacturing
 - b) Outsourcing
 - c) Customer service
 - d) Procurement
- 5) To strategically revamp their business, partnerships were done with Indian local producers from seven states and to fund it, the existing arm of business was to be sold off. Which of the following strategies has Sukh Pvt. Lid. opted for?
 - a) Turnaround strategy
 - b) Divestment strategy
 - c) Liquidation strategy
 - d) Intensification strategy

Answer Keys:

1	2	3	4	5
(c)	(c)	(c)	(b)	(b)

Question 8.

Dr. Mikesh Gupta, Agriculture Management Guru at a leading management school in Patna, has been driving the business of E-Bandhu with seven of his students since 2017. This business has two core objectives: first, sustainable farming awareness and second, seasonal availability of agricultural inputs. It is a technology driven business wherein they have a one stop shop for all agricultural products available to farmers at competitive prices. Business is quite challenging, given the fact that farmers in the region are not well aware of the use of technology.

In the summer of 2019, the team decided to redefine their business strategy to succeed in the agricultural sector. They formulated a new definition and made strategic decisions to leverage their core competencies

Firstly, they shifted their target market from directly serving farmers to onboarding wholesalers and retailers into the system and selling products to them. This strategic move was based on the understanding that wholesalers and retailers could influence technology adoption among farmers.

Secondly, they outsourced logistics to MaalGaadi, a rural supply chain management company. This decision

helped E-Bandhu reduce asset procurement costs and corresponding debt, thus strengthening their position in the market.

Thirdly, they introduced a new service-based product, ChaaraVidya, in their application. ChaaraVidya aims to educate farmers about the latest sustainable farming practices being implemented around the world. This addition could potentially be a gamechanger for E-Bandhu in the agro startup circle, further enhancing their core competency in promoting sustainable farming practices and technology adoption. The team is enthusiastic about the strategic changes brought in by Dr. Mikesb and anticipates a more sustainable future for their idea.

- 1) Switching from direct selling to marketing through wholesalers and retailers was a strategic decision taken by the management. Such decisions help an organization to be more of which of the following?
 - a) Authoritative
 - b) Futuristic
 - c) Proactive
 - d) Regularised

- 2) ChaaraVidya was brought into the market to increase farmer awareness of soil quality and the latest sustainable farm practices from around the world? What kind of growth strategy will it fall under?
 - a) Market penetration
 - b) Market development
 - c) Product development
 - d) Diversification of business

- 3) One of the most strategically advantageous decisions for E-Bandhu was to get into a contract with MaalGaadi. Which of the following could not be an advantage for E-Bandhu from this alliance?
 - a) Cost savings
 - b) Reduced delivery time
 - c) Improved customer satisfaction
 - d) Increased inventory of products

- 4) How does E-Bandhu utilize Michael Porter’s Five Forces model in its strategic decision-making process?
 - a) By focusing on industry rivalry and competitive pricing
 - b) By analyzing the bargaining power of suppliers and buyers
 - c) By assessing the threat of new entrants and substitutes
 - d) All of the above

- 5) What are the core objectives of E-Bandhu, as mentioned in the case study?
 - a) Sustainable farming awareness and seasonal availability of agricultural inputs
 - b) Technology-driven solutions and competitive pricing
 - c) Onboarding wholesalers and retailers into the system
 - d) All of the above

Answer Keys:

1	2	3	4	5
(c)	(c)	(d)	(b)	(a)

Question 9.

LactoQalci is a family run company engaged in the business of manufacturing packaged sweetened pro-biotic milk beverage. The management envisions a potential future in the health and fitness industry. It thereby adopted a new statement “Ensuring Health for Everyone” to uplift the company’s business makeup and market position.

LactoQualci introduced a new product for its existing customers, a range of sugar-free milkshakes. The company initiated an advertisement campaign with the tag line “Now enjoy the goodness of LactoQalci in



sugar-free milkshakes”. It is anticipated to become the most selling product of the company.

Further, to make the product unique, they adopted a distinctive product packaging design. The milkshake tetra packs came with a ‘calories saved’ scale printed on them. It was designed to motivate the consumers to a healthier life. As a result, the company was able to sell these milkshakes at a higher price.

The company saw a decent response from the market and were planning to scale up operations, when suddenly, political disturbance in the state pulled their sales to rock bottom. Several warehouses of the company had to be temporarily shut down.

However, Mr. Rohatgi, the passionate operations head of the company, responded swiftly, and reengineered the business processes. He automated inventory management and outsourced logistical support. Small investments in IT infrastructure in troubled times reaped higher returns. The company was able to achieve better than before efficiency at all levels of operations and ensured regular sales.

- 1) Introducing Sugar-Free milkshakes by LactoQalci, falls under which Product-Market strategy as given by Ansoff?
 - a) Product development
 - b) Market penetration
 - c) Market development
 - d) Diversification

- 2) Which of the Michael Porter's Generic Strategies was adopted by LactoQalci to gain competitive advantage?
 - a) Cost leadership strategy
 - b) Differentiation strategy
 - c) Focussed cost leadership strateg
 - d) Focussed differentiation strategy

- 3) Which strategic intent is expressed in the statement “Ensuring Health for Everyone” by LactoQalci?
 - a) Vision
 - b) Mission
 - c) Goals and Objectives
 - d) Business definition

- 4) What kind of leadership did Mr. Rohatgi portray to pull out LactoQalci from the sudden disruption?
 - a) Transactional leadership
 - b) Transformational leadership
 - c) Transparent leadership
 - d) Translational leadership

- 5) LactoQalci’s introduction of a new product, sugar-free milkshakes, aligns with which element of the 7S McKinsey Framework?
 - a) Skills
 - b) Staff
 - c) Strategy
 - d) Style

Answer Keys:

1	2	3	4	5
(a)	(b)	(a)	(b)	(c)

Question 10.

After graduating from IIT in computer science, sisters, Shakti and Stuti, following their passion for computers, started “Code Consulting”. They faced innumerable survival challenges in a highly dynamic IT market. But with the combined efforts of a highly dedicated team of data scientists, their core business of big data analytics gained a prominent market presence.

From inception, Code Consulting has been a women-centric organization. The sisters ensured that women were provided with ample opportunities in the organization. Given the option of Work From Home (WFH) as mandated by recent legal regulations, majority of the female workforce availed the option. To avoid a drop in sales, the sisters expeditiously lead a crisis management team to accommodate adoption of the required technology to meet the changes of time.

Code Consulting, having reached a reputable market standing, was now observing cutthroat competition from foreign giants in its niche. The sisters resolved to make an effort into their long aspired dream to diversify into the innovative market space of 3D printing. Code Consulting, lacking the requisite experience, went for a merger with a startup named “CreatyVT” known for its technical know-how. They have a strong skill-based team, but the long-standing startup had a relatively small market share in the 3D printing arena.

Early on, the management observed that the businesses of big data analytics and 3D printing had distinct markets. So, they split the company into different business units to independently identify their performance. Separation into business units helped in simplifying the control-related problems too. Whereas the challenge to increase the company’s market share was successfully met by introducing ingenious 3D printers with easily refillable cartridges. The new product was supported by an aggressive online advertising campaign. The customers pleased by the products helped reach the desired sales targets in no time. Having shown a never giving up attitude coupled with wise leadership skills, the business of Code Consulting sustained a turbulent patch and placed itself as a renowned brand in the Indian IT.

- 1) **Applying BCG matrix, identify the correct investment category for the new “3D printing” business of Code Consulting, at the time of merger?**
 - a) Star
 - b) Cash cow
 - c) Dog
 - d) Question Mark

- 2) **Which strategy has been adopted by Code Consulting to overcome the difficulties of low- market share for its “3D printing” business?**
 - a) Dynamic strategy
 - b) Adaptive strategy
 - c) Intended strategy
 - d) Sound strategy

- 3) **Mark the correct growth and expansion strategy employed by Code Consulting in merging with the startup named “CreatyVT”?**
 - a) Horizontal merger
 - b) Vertical merger
 - c) Co-generic merger
 - d) Conglomerate merger

- 4) **What has been the rationale behind Code Consulting's management for treating big data business and 3D printing business amenable to separate strategic treatment?**
 - a) The businesses were unrelated
 - b) The businesses were unmanageable
 - c) The businesses were related
 - d) The businesses were identical



- 5) Which type of strategic control was adopted by Code Consulting when a new legal regulation proposed that women workers shall have the option to work from home?
- a) Premise control
 - b) Special alert control
 - c) Strategic surveillance
 - d) Implementation control

Answer Keys:

1	2	3	4	5
(d)	(c)	(c)	(a)	(b)

Question 11.

Swasthya, a rising star in India’s dynamic healthcare sector, stands out as a prime example of smart strategic management.

At Swasthya, the compass guiding their endeavors is a compelling thought: to emerge as the finest healthcare provider renowned for delivering accessible, top-notch healthcare services. This overarching goal is not an isolated vision, but a thread woven into the very fabric of the organization, driving every facet of their operations. The people of the organization play a pivotal role in this journey. They are entrusted with translating this vision into tangible outcomes at the grassroots level, ensuring that local operations are aligned with the grand aspiration of becoming a healthcare leader.

Swasthya works meticulously towards optimizing each link of the patient experience. From streamlining appointment scheduling to expediting test result delivery, every facet of the healthcare journey is scrutinized. Swasthya's strategy is not merely about being a player in the market but about strategically positioning themselves as leaders. They proactively recognize the constant innovations that could disrupt their areas of expertise. To counter this, they introduced value-added offerings such as telemedicine and wellness programs. This addition not only mitigates the risk but also fortifies their longterm viability.

Beyond competition, ensuring the quality and safety of patient care is paramount at Swasthya. Stringent hygiene protocols, equipment maintenance regimens, and adherence to healthcare regulations form the cornerstone of their business. In parallel, the organization meticulously undertakes regular assessment as a central element of its decision-making apparatus. This forward-looking exercise encompasses identifying and assessing potential risks such as regulatory changes, medical malpractice vulnerabilities, or shifts in market dynamics, all of which could have far-reaching consequences for their longterm objectives.

The implementation of Swasthya's strategy is steered by the McKinsey 7S model, which ensures a harmonious alignment of seven critical elements: strategy, structure, systems, shared values, skills, style, and staff. It emphasizes that the success of a longterm objective is contingent on the synchronization of these seven elements, reinforcing the idea that strategic management is not a compartmentalized process but a comprehensive activity.

Swasthya's strategic journey through India’s healthcare landscape is a testament to the seamless integration of core management concepts, guiding its actions and strategies, while keeping the vision and intent at the core.

- 1) How does Swasthya’s approach to premise control, including stringent hygiene protocols and equipment maintenance, contribute to their long-term objectives and which concept does it align with?
 - a) It reduces immediate costs and aligns with strategic risk assessment.
 - b) It safeguards quality and aligns with strategic risk assessment.
 - c) It enhances immediate profitability and aligns with shared values.
 - d) It streamlines administrative processes and aligns with value chain analysis.

- 2) How does Swasthya counter the risk posed by constant innovations and disruptions in their areas of expertise?
 - a) By aggressively acquiring innovative startups.
 - b) By introducing value-added services like telemedicine and wellness programs.
 - c) By downsizing their operations.
 - d) By focusing exclusively on urban healthcare markets

- 3) **Why is the McKinsey 7S model significant in Swasthya's strategic management approach, and which elements of the model ensure a holistic alignment of their strategy?**
 - a) It facilitates short-term profit maximization, with a focus on structure and style.
 - b) It emphasizes a compartmentalized approach to strategy, focusing on shared values and skills.
 - c) It ensures a comprehensive alignment of strategy, structure, systems, shared values, skills, style, and staff.
 - d) It prioritizes immediate cost reduction by aligning systems and strategy.

- 4) **Why is the focus on local operations essential for Swasthya in the context of their long-term objective, and how does it contribute to their overall strategy?**
 - a) It reduces strategic risk by minimizing the need for strategic risk assessment.
 - b) It aligns with their commitment to immediate profitability.
 - c) It translates the organizations vision into tangible outcomes and aligns with their long-term objective.
 - d) It diversifies their portfolio and aligns with competitive landscape analysis.

- 5) **The case talks about scrutiny of every facet of the healthcare journey and emphasizes the fact that people of the organization play a pivotal role in this journey. Based on your reading, which level of management has the most crucial part to play here to ensure the sense of customer-first is imbibed in the organization?**
 - a) Top Management (C-Suite) which sets the tone and strategy of the organization.
 - b) Middle Management (Divisional Managers) who have the responsibility of translating strategy to realtime objectives.
 - c) Functional Managers who actually do the work in the field.
 - d) Board of Directors who are responsible for wealth creation of the shareholders.

Answer Keys:

1	2	3	4	5
(b)	(b)	(c)	(c)	(b)

Question 12.

In the fiercely competitive automotive industry, Zing, a promising newcomer, set out on a strategic journey with ambitions of making a substantial impact. Recognizing the significance of a robust distribution network early on, Zing forged partnerships with established dealerships, offering them attractive margins. This strategic move significantly enhanced Zing's reach, with a presence in 80% of the nation's dealerships by 2022, expanding its coverage significantly.

To differentiate themselves from competitors, Zing adopted two key strategies. Firstly, they prioritized product design, investing heavily in aesthetics and incorporating innovative features and environmentally friendly technologies. This focus on design led to their vehicles receiving excellent reviews and achieving an impressive 15% year-on-year growth in sales.

Secondly, Zing implemented switching costs to discourage customers from switching to other brands. Their vehicles featured branded software, making it both expensive and cumbersome for customers to transition to alternative brands. This strategic move effectively protected Zing's market share.

Zing's overarching goal was to position itself as a premium automotive brand, blending luxury with sustainability. However, their execution fell down as they challenged with maintaining consistent quality and service levels, resulting in mixed customer reviews.

Despite their best efforts, Zing's differentiation strategy fell short due to issues with inconsistent quality and service. Negative word-of-mouth and declining customer satisfaction scores tarnished their brand image, leading to stagnating sales. This failure to deliver on their brand promise proved to be a significant setback. As Zing's reputation suffered from execution failures, securing additional funds for international expansion became challenging. Consequently, they made the difficult decision to postpone their global ambitions for the next five years, focusing instead on stabilizing their finances and rebuilding their brand image.

In summary, Zing's strategic journey illustrates the importance of not only crafting a compelling differentiation strategy but also executing it flawlessly. In the competitive automotive landscape, maintaining consistent quality and service is paramount to sustaining brand loyalty and achieving long-term success.



- 1) **What key strategic approach did Zing use to expand its market presence in the automotive industry?**
 - a) Product innovation and design
 - b) Cost leadership strategy
 - c) Entering new international markets
 - d) Vertical integration

- 2) **How did Zing protect its market share from potential competitors?**
 - a) Price-cutting strategy
 - b) Branded software and switching costs
 - c) Aggressive marketing campaigns
 - d) International expansion

- 3) **Why did Zing's differentiation strategy fall short in the market?**
 - a) Intense price competition
 - b) Poor marketing strategy
 - c) Inconsistent quality and service
 - d) Lack of international expansion

- 4) **Forging partnerships with established dealerships to enhance its distribution network falls under which level of strategy?**
 - a) Corporate level strategy
 - b) Business level strategy
 - c) Functional level strategy
 - d) Competitive level strategy

- 5) **How did Zing initially expand its market presence across the nation?**
 - a) Aggressive marketing campaigns
 - b) Developing low-cost vehicles
 - c) Partnering with established dealerships
 - d) Launching a luxury brand

Answer Keys:

1	2	3	4	5
(a)	(b)	(c)	(b)	(c)

Question 13.

Café Delight, a thriving restaurant chain known for its unique blend of Australian and Indian culinary experiences, embarked on a remarkable journey from its humble beginnings as a small café in Australia to becoming a renowned player in the Indian restaurant industry. This case study digs into the strategic decisions and market dynamics that fueled Café Delight's growth, highlighting its transition from a single café in Powai, Mumbai, to a flourishing chain with a presence in five cities and over 25 stores. It explores how Café Delight effectively leveraged social media and adapted its pricing strategy to compete with global brands while maintaining a healthy profit margin. In 2005, Café Delight was founded in Melbourne, Australia, by a passionate entrepreneur with a vision to bring the flavors of Australia and India together. The first café established in Powai, Mumbai, received accolades for its unique menu, blending Australian coffee culture with Indian culinary traditions. Over the course of five years, Café Delight expanded to three stores in Mumbai, driven by exceptional mouth publicity, customer loyalty, and consistent quality.

As the social media landscape evolved, Café Delight recognized the power of online platforms in reaching a wider audience. By effectively utilizing social media and online marketing, Café Delight expanded its presence to five cities across India and established over 25 stores. Customer engagement through social media platforms enabled the brand to create a strong and vibrant community, driving organic growth.

Café Delights customer-centric approach involved continuously evolving its menu to cater to the changing tastes and dietary preferences of its patrons. By understanding the evolving needs of its customers, Café Delight could offer personalized menu items, seasonal specials, and dietary alternatives. This approach created a sense of loyalty and engagement among customers, strengthening the brand's appeal. Not just customers but High-power, low-interest stakeholders, including regulatory authorities, were addressed with careful compliance and adherence to industry standards. Low-power, high-interest stakeholders, like potential customers and local communities, were engaged through targeted marketing campaigns and community involvement initiatives. This meticulous stakeholder analysis allowed Café Delight to build and maintain strong relationships with each group, effectively managing their influence and impact on the brand.

With its expanding presence and increasing popularity, Café Delight underwent a shift in its pricing strategy. It transitioned from a pocketfriendly pricing model to a skimming strategy, capitalizing on its unique blend of Australian and Indian flavors to position itself as a premium restaurant. Café Delight faced stiff competition from global brands entering the Indian market but maintained a profit margin of approximately 30% through menu engineering and targeted pricing.

In one of its kind, using strategic tools enabled Café Delight to identify and act on opportunities while mitigating threats, contributing to its long-term success in the highly competitive restaurant industry.

- 1) Café Delight effectively leveraged social media and adapted its pricing strategy as it stepped into which phase of business life cycle of operations?
 - a) Introduction Stage
 - b) Growth Stage
 - c) Maturity Stage
 - d) Decline Stage

- 2) What stakeholder group did Café Delight engage through targeted marketing campaigns and community involvement initiatives?
 - a) High-power, high-interest stakeholder
 - b) Low-power, low-interest stakeholders
 - c) Low-power, high-interest stakeholders
 - d) High-power, low-interest stakeholders

- 3) What best describes Café Delight's initial expansion strategy when it expanded from one café to three in Mumbai.
 - a) Aggressive price reduction
 - b) Leveraging customer loyalty and word-of-mouth publicity
 - c) Extensive online marketing
 - d) Embracing global branding strategies

- 4) At which level of strategic management does Café Delight's transition from a pocketfriendly pricing model to a skimming strategy fit?
 - a) Corporate Level
 - b) Business Level
 - c) Functional Level
 - d) Operational Level

- 5) What type of strategy did Café Delight use to differentiate itself from competitors in the Indian restaurant industry?
 - a) Cost leadership strategy
 - b) Focused differentiation strategy
 - c) Cost focus strategy
 - d) Hybrid strategy



Answer Keys:

1	2	3	4	5
(b)	(c)	(b)	(b)	(b)

Question 14.

Once upon a time in the land of sun, sand, and vibrant cultures, there existed a company named "MuseoGoa" - a company that managed museums in the beautiful state of Goa. MuseoGoa had a vision to celebrate the rich history and culture of Goa, but their journey was not without its fair share of challenges.

MuseoGoa had chosen a picturesque location in a quaint village to build their first museum. However, this initial enthusiasm was met with an uproar from the local communities. The villagers were concerned about the impact on their way of life and traditions. They worried that the influx of tourists might disrupt their peaceful existence.

To address this challenge, MuseoGoa applied Mendelow's matrix, identifying the local communities as key stakeholders. They decided to engage in open dialogues, understanding and respecting the villagers' concerns. MuseoGoa initiated community-building activities, such as involving locals in museum operations, supporting local artisans, and organizing cultural events that showcased the village's heritage. Slowly but steadily, the company transformed from being perceived as a threat to a valued partner within the community.

While MuseoGoa had successfully resolved their initial issues with the local community, they faced another challenge. Their location, although idyllic, was a bit off the beaten path. Tourists typically preferred the bustling beaches closer to the city, and this posed a real challenge. MuseoGoa decided to employ a pricing strategy. They priced their tickets affordably, significantly cheaper than the city's attractions. This strategy attracted budget-conscious tourists who were looking for unique experiences in Goa without burning a hole in their pockets. As word spread about the cultural gem tucked away in the village, visitors started flocking in, drawn not just by the museum's charm but also the economical ticket prices.

In the age of social media, MuseoGoa knew that word-of-mouth was no longer limited to whispers. They tapped into the power of social media to promote their unique museum experience. MuseoGoa ran interactive campaigns, encouraging visitors to share their experiences on various platforms. One particular Instagram post featuring a vibrant Goan mural in the museum went viral. This was the turning point. The picture-perfect aesthetics of the museum attracted influencers, bloggers, and travel enthusiasts, making MuseoGoa a social media sensation. Visitors came pouring in, not just from India but from across the globe, eager to capture their own moments at the "Instagrammable Museum of Goa."

With success came ambition. MuseoGoa decided to expand its footprint beyond Goa. To guide this expansion, they conducted a strategy audit and trend analysis. They identified emerging cultural and tourism trends and found potential markets in Pune and Trivandrum.

In Pune, MuseoGoa curated a special exhibition that celebrated the fusion of Goan and Maharashtrian cultures. They strategically partnered with local influencers and travel agencies to market the new experience. The expansion into Pune was met with resounding success.

For Trivandrum, MuseoGoa recognized the importance of local traditions and the distinct flavor of Kerala. They tailored their offerings to harmonize with the regional culture. MuseoGoa became the gateway for tourists to explore Kerala's rich heritage, with the museum acting as a bridge between Goa and Kerala's cultural tapestry.

MuseoGoa's journey from initial uproar to expansion was a testament to their commitment to community building, strategic pricing, social media savvy, and a keen eye for trends. The company continued to flourish, celebrating the diverse cultural tapestry of India and making history come alive in every location they touched.

- 1) Which strategic management concept did MuseoGoa use to address the initial concerns of the local community?
 - a) SWOT analysis
 - b) Mendelow's matrix
 - c) Cost leadership strategy
 - d) Porter's Five Forces model

- 2) MuseoGoa's idyllic location in a quaint village posed a challenge as tourists preferred beaches closer to the city. To attract visitors, MuseoGoa priced their tickets affordably, cheaper than city attractions,

drawing budget-conscious tourists looking for unique experiences. What business strategy did MuseoGoa employ to attract more tourists?

- a) Cost leadership strategy
- b) Differentiation strategy
- c) Focus strategy
- d) Diversification strategy

3) How did MuseoGoa approach its expansion into new markets such as Pune and Trivandrum?

- a) Outsourcing strategy
- b) Franchising strategy
- c) Product diversification strategy
- d) Market development strategy

4) Which element of the 7S McKinsey model is demonstrated by MuseoGoa's strategic use of social media and pricing strategies to attract visitors?

- a) Style
- b) Strategy
- c) Shared Values
- d) Skills

5) What played a crucial role in MuseoGoa's success in Pune and Trivandrum?

- a) Strategic partnerships
- b) Aggressive advertising
- c) Product differentiation
- d) Vertical integration

Answer Keys:

1	2	3	4	5
(b)	(a)	(d)	(b)	(a)

Question 15.

Sneha Rao, founder and CEO of DEF Technologies, is renowned for her technological insight and visionary leadership style. She cultivates a culture of collaboration, continuous learning, and innovative problem-solving, encouraging her employees to think outside the box and embrace new challenges. Her exceptional ability to foresee technological trends and navigate complex market dynamics has propelled DEF Technologies to impressive growth over the past decade.

Sneha started DEF Technologies in 2010 as a small software development firm. With a vision to transform DEF Technologies into a leading tech company, she initially focused on developing custom software solutions for local businesses. However, intense competition and limited market demand led to financial difficulties. Undeterred, Sneha pivoted the business towards developing cloud-based solutions, leveraging the growing trend of digital transformation. This strategic shift, along with aggressive marketing, helped DEF Technologies capture a significant market share and become a leader in cloud services, setting new industry standards.

In 2015, Sneha's brother, Raj, joined the company, and together they crafted an ambitious expansion strategy. DEF Technologies entered the global market, partnering with international tech firms to launch a new line of AI-driven cybersecurity solutions. This venture was highly successful, establishing DEF Technologies as a global brand and a key player in the cybersecurity industry.

Raj then led the company's diversification into the healthcare sector with a new brand, MedTech Solutions. Recognizing the potential for technology to revolutionize healthcare, Sneha and Raj focused on developing affordable telemedicine platforms and AI-driven diagnostic tools. Their approach disrupted the market, providing high-quality healthcare solutions at lower costs and gaining widespread trust from healthcare providers and patients alike. MedTech Solutions experienced rapid growth, especially during the COVID-19 pandemic, as demand for remote healthcare services surged.



At the beginning of 2023, DEF Technologies launched another new business, GreenTech Innovations, to address environmental challenges through technology. DEF Technologies continues to explore new opportunities and ventures to stay at the forefront of the tech industry.

- 1) Sneha Rao's vision to transform DEF Technologies into a leading tech company illustrates which type of strategic intent?
 - a) Goal
 - b) Mission
 - c) Vision
 - d) Objective

- 2) Sneha's leadership style, which promotes collaboration, continuous learning, and innovative problem-solving, can best be described as:
 - a) Transactional leadership
 - b) Transformational leadership
 - c) Autocratic leadership
 - d) Laissez-faire leadership

- 3) When DEF Technologies expanded into the global market with AI- driven cybersecurity solutions, which of Porter's Five Forces was most likely mitigated by forming partnerships with international tech firms?
 - a) Threat of Substitute Products or Services
 - b) Bargaining Power of Suppliers
 - c) Threat of New Entrants
 - d) Intense Rivalry Among Existing Competitors

- 4) By entering the global market and launching AI-driven cybersecurity solutions, DEF Technologies pursued which expansion strategy from Ansoff's Product-Market Growth Matrix?
 - a) Diversification
 - b) Market Penetration
 - c) Product Development
 - d) Market Development

- 5) MedTech Solutions' focus on developing affordable telemedicine platforms and AI-driven diagnostic tools reflects which of the following competitive strategies?
 - a) Differentiation strategy
 - b) Cost leadership strategy
 - c) Best-cost provider strategy
 - d) Focus Strategy

Answer Keys:

1	2	3	4	5
(c)	(b)	(c)	(a)	(c)

Question 16.

Quick N Safe Logistics is one of the prominent transporters of goods for more than two decades. It has its own fleets and also has business arrangement with Railways.

Competition with existing players and threat from new entrants are increasing regularly. Customer preferences and expectations are also changing. Need for considering new and improved means of transportation seems inevitable.

Current philosophy of the company is 'to bring the best user experience to its customers through timely and safe delivery of goods'. While keeping this philosophy in mind, it desires to keep ahead and reap the benefits of first mover advantages in the industry. In order to achieve its growth target, company is exploring available other options so as to have a strong presence in supply chain management.

The company is of a considered view that 'we learn as we grow'. It knows that the overall per mile operating cost decreases due to increase in efficiency and cumulative volume of services. Since the company will have a cost advantage over the competitors due to reduced cost of services, it can develop and adopt a penetrative pricing strategy by setting a low price to attract more customers.

It is also observed that arrangement of transportation through railways is becoming a concern. Growth rate is slow and market for areas being covered by this means of transport is by and large stabilized. Profit margin is coming down due to stiff competition. Company has to work out an action plan to maintain the stability.

On the other side, one of the customer segments is looking for fast delivery of its goods in major cities all across the country. The prime consideration of such customers is quick and safe delivery of their products, irrespective of cost for the same. The target market of such services is very large and also increasing very fast. In view of the same, the company wants to reform its operation, by engaging a dedicated team to perform with a niche marketing strategy for transporting such goods through airways on an assurance of 'delivery by next day'.

In view of the given case scenario, answer MCQs with correct option.

- 1) **The strategy in which the company wants to keep ahead and reap the first mover advantages in the industry, is known as:**
 - (A) Adaptive strategy
 - (B) Reactive strategy
 - (C) Proactive strategy
 - (D) Responsive strategy
- 2) **In context to service in transportation through railways, the company is analyzing a relationship between volume of business on one axis with respect to time on another axis. As per Product Life Cycle (PLC), which stage this service is passing through:**
 - (A) Introduction
 - (B) Maturity
 - (C) Growth
 - (D) Decline
- 3) **In Strategic Management, the concept of decrease in the overall per mile operating cost due to increase in efficiency and cumulative volume of services is depicted as:**
 - (A) Experience curve
 - (B) Ansoff's growth matrix
 - (C) Strategic surveillance
 - (D) Value chain analysis
- 4) **As per strategies propagated by Michael Porter, niche marketing strategy for transporting goods through airways for a large customer segment on an assurance of 'delivery by next day', is known as:**
 - (A) Cost leadership strategy
 - (B) Differentiation strategy
 - (C) Focus differentiation strategy
 - (D) Focus cost leadership strategy
- 5) **The philosophy of the company stated as, 'to bring the best user experience to its customers through timely and safe delivery of goods', is indicating towards:**



- (A) Vision statement
- (B) Mission statement
- (C) Goals of the company
- (D) Objectives of the company

Answer Keys:

1	2	3	4	5
(c)	(b)	(a)	(c)	(b)

Question 17

In the ever-growing consumer electronics industry, Horizon Technologies found itself at a crossroads in 2018. The company, founded a decade earlier, had established itself as a key player in the global market for smartphones and other electronics. However, the pressure to stay relevant, meet customer demands, and fend off competitors was mounting. This is the story of how Horizon Technologies navigated its challenges, leveraging key business strategies and analyses to achieve remarkable success.

Horizon Technologies recognized the need to divide its operations to find areas for improvement. They conducted a comprehensive value chain analysis, identifying both primary and support activities. By streamlining processes and eliminating redundancies, the company reduced production costs and enhanced product quality. This allowed them to offer more competitive prices, thus gaining a strategic edge in the market.

The company’s CEO, Mr. Jonathan Mercer, was known for his authoritative management style. His challenge was to transform his leadership approach to one that encouraged creativity and teamwork within the SBUs. Mr. Mercer invested in leadership development programs for middle and senior managers to enhance their interpersonal and communication skills. The transition wasn’t easy, but it fostered a more collaborative and dynamic work environment.

They did not stop there, Horizon Technologies adopted a Strategic Business Unit (SBU) structure, dividing the company into smaller, more manageable units. Each SBU was tasked with focusing on specific product lines. This decentralization empowered individual units to make strategic decisions autonomously, leading to quicker market response and a deeper understanding of customer needs. It was the catalyst for innovation and improved customer satisfaction.

Post organizational changes, Horizon Technologies strategized to embrace a cost leadership strategy, positioning itself as the go-to brand for affordable yet high-quality electronics. By optimizing production processes and supply chain management, the company achieved cost efficiencies that competitors struggled to match. This not only attracted cost-conscious consumers but also enabled the company to maintain healthy profit margins.

As Horizon Technologies expanded into new international markets, the management recognized the importance of adapting to the local environment. Conducting a thorough PESTLE analysis (Political, Economic, Social, Technological, Legal, and Environmental) proved pivotal for navigating complex market dynamics. This analysis highlighted specific challenges, especially in understanding socio- cultural trends and regulatory differences across regions. By leveraging these insights, Horizon Technologies was able to overcome these obstacles, customizing its products, marketing strategies, and operations to align more effectively with local preferences and regulations, ultimately contributing to their success.

Through these strategic moves, Horizon Technologies experienced a remarkable transformation. Within two years, their market share had significantly grown in local markets, whereas the cost leadership strategy resonated strongly. Their annual revenue skyrocketed by 35%, and the company saw a 20% increase in its stock price. The business case for Horizon Technologies serves as an inspiration for companies navigating competitive and dynamic industries.

Based on the above Case Scenario, answer the Multiple Choice Questions.

- 1) In Horizon Technologies’ journey towards globalization, PESTLE analysis played a pivotal role in

navigating diverse international markets. Which aspect of PESTLE analysis proved to be the most challenging for Horizon Technologies?

- a) Socio-cultural factors, as they struggled to keep up with changing trends and cultural preferences.
- b) Legal factors, given the complex regulatory landscape in foreign markets.
- c) Environmental factors, with the need to adhere to varying sustainability standards.
- d) Technological factors, due to rapid changes in local technology preferences.

2) Horizon Technologies implemented a Strategic Business Unit (SBU) structure to improve its responsiveness and innovation. How did the SBU structure differ from the company's previous organizational model, and what benefits did this new structure bring?

- a) The SBU structure replaced a functional structure and empowered units to make strategic decisions. It led to quicker market response and enhanced customer satisfaction.
- b) The SBU structure replaced a matrix structure, improving vertical communication and reducing operational silos.
- c) The SBU structure maintained the existing functional structure but focused solely on cost-cutting measures.
- d) The SBU structure introduced a more centralized approach, ensuring consistent decision-making across units.

3) Horizon Technologies faced internal challenges, including leadership struggles with an authoritative CEO. How did Mr. Jonathan Mercer transform his leadership style to foster a more collaborative work environment, and what were the key outcomes of this transformation?

- a) Mr. Mercer increased his authoritative approach to drive quicker decision-making and efficiency.
- b) He introduced a strict top-down hierarchy to enhance discipline and order within the organization.
- c) Mr. Mercer invested in leadership development programs, enhancing interpersonal and communication skills, which resulted in a more collaborative and dynamic work environment.
- d) He delegated most of his responsibilities to middle managers, reducing his involvement in the company's daily operations.

4) While implementing a cost leadership strategy, Horizon Technologies went beyond just streamlining their production processes. What other factors did they consider achieving cost efficiencies, and how did this contribute to their success?

- a) They solely focused on reducing labor costs, resulting in job cuts and employee dissatisfaction.
- b) Horizon Technologies invested heavily in extravagant marketing campaigns to attract a premium customer base.
- c) They optimized supply chain management and invested in research and development, leading to enhanced product quality and reduced production costs.
- d) The company acquired competitors to eliminate competition and establish a monopoly in the market.

5) The primary factor contributing to Horizon Technologies' remarkable transformation was their commitment to systematic analysis. What role did value chain analysis play in this transformation, and how did it drive their success in both local and global markets?

- a) Value chain analysis revealed opportunities for diversification, enabling them to cater to various market segments.
- b) It allowed the company to identify and eliminate inefficiencies in their operations, resulting in cost reductions and improved product quality.
- c) Value chain analysis highlighted the need for excessive vertical integration, helping them control the entire supply chain.
- d) Horizon Technologies used value chain analysis primarily for financial forecasting and budgeting.



Answer Keys:

1	2	3	4	5
(a)	(a)	(c)	(c)	(b)

Question 18

EcoForge, a startup specializing in eco-friendly building materials crafted from agricultural waste, entered the highly competitive manufacturing industry with a vision of promoting sustainability. Despite its innovative approach, the company faced significant challenges as a new entrant, including high production costs, limited market visibility, regulatory hurdles, and fierce competition from established players. However, through strategic planning and effective execution, EcoForge successfully navigated these obstacles and positioned itself for sustainable growth.

The company’s leadership recognized the importance of understanding its internal strengths and weaknesses, along with external opportunities and threats. This analysis revealed EcoForge’s core advantage in sustainability and innovation, contrasted with scalability issues and market pressure from cheaper alternatives. Additionally, market analysis uncovered the potential of urban housing projects as an opportunity, while intense competition posed a significant threat.

EcoForge’s leadership focused on creating unique value propositions by emphasizing its eco-friendly materials. This differentiation helped the company appeal to environmentally conscious builders and developers. To expand its market reach, EcoForge adopted strategies to deepen its presence in existing markets and explore new ones. Concurrently, it analyzed the industry landscape and identified the critical influence of regulatory policies and socio-cultural factors shaping consumer preferences.

Internally, EcoForge implemented structural and cultural changes to enhance its operational efficiency and responsiveness. By adopting a Strategic Business Unit (SBU) model, the company streamlined its decision-making process, allowing each product line to adapt quickly to market demands.

Recognizing the need for collaborative leadership, EcoForge’s CEO, Ms. Aarti Mehra, invested in leadership training programs for senior managers. This shifted the company’s culture from hierarchical to team-driven, encouraging innovation and cross-functional collaboration.

To enhance its competitiveness, EcoForge optimized its production and supply chain processes by addressing inefficiencies and partnering with technology providers. These efforts significantly reduced costs and improved product quality. Simultaneously, the company pursued green certifications and localized marketing efforts to build brand recognition, attracting environmentally conscious clients. Over three years, these initiatives enabled EcoForge to expand into new markets, secure partnerships with leading developers, and increase its revenue by 40%.

By integrating market analysis, operational improvements, and a focus on cost efficiency, EcoForge transitioned from a struggling startup to a leader in sustainable building materials, setting a benchmark for innovation and environmental stewardship in the industry.

Based on the above Case Scenario, answer the Multiple-Choice Questions.

- 1) The SBU model adopted by EcoForge is an example of strategic decision-making at which level?
 - (a) Corporate Level
 - (b) Business Level
 - (c) Functional Level
 - (d) Operational Level

- 2) EcoForge’s strategy of appealing to environmentally conscious builders and developers by emphasizing its eco-friendly materials is an example of which type of generic strategy by Michael Porter?
 - (a) Cost Leadership

- (b) Differentiation
 - (c) Focussed Cost Leadership
 - (d) Focussed Differentiation
- 3) The case mentions EcoForge identifying “critical influence of regulatory policies and socio-cultural factors shaping consumer preferences.” Which strategic analysis framework is most relevant here?
- (a) SWOT Analysis
 - (b) Value Chain Analysis
 - (c) PESTLE Analysis
 - (d) Ansoff’s Matrix
- 4) EcoForge’s strategy to deepen its presence in existing markets and explore new ones corresponds to which growth strategy in Ansoff’s Matrix?
- (a) Market Penetration
 - (b) Market Development
 - (c) Product Development
 - (d) Diversification
- 5) Which key industry force, as per Porter’s Five Forces, is reflected in EcoForge’s challenges from cheaper alternatives and intense competition?
- (a) Threat of New Entrants
 - (b) Bargaining Power of Suppliers
 - (c) Bargaining Power of Buyers
 - (d) Threat of Substitutes

Answer Keys:

1	2	3	4	5
(a)	(b)	(c)	(b)	(d)

Question 19

Galaxy Enterprises Limited (GEL) operates as a diversified conglomerate with a significant presence in various industries, including electronics, packaged foods, textiles, heavy machinery, and renewable energy. Leveraging its substantial free reserves of ₹85,000 crores, GEL has built a strong brand reputation, largely driven by its market leadership across multiple sectors.

In the renewable energy sector, GEL has been the industry leader for over 15 years. The division’s recent performance has been exceptional. A significant market development occurred when two competitors, Nova Green Energy Limited and Zenith Solar Limited – previously ranked second and third in market share, respectively – merged to create a new entity, Synergy Renewables Ltd (SRL). Following the merger, SRL has claimed the top spot in market share, intensifying competition.

Against this backdrop, the Chairman of GEL convened a strategic meeting with the Board of Directors, divisional heads, marketing executives, and the Group CFO. The meeting focused on formulating growth strategies for the renewable energy division, identifying opportunities for diversification, and announcing an interim dividend in honour of GEL’s platinum jubilee celebrations.

Mr. Arvind Malhotra, CEO of the renewable energy division, emphasized the industry's slow pace of modernization compared to global standards. He highlighted the potential in emerging product categories, such as next-generation solar panels, energy storage systems, and advanced wind turbines. He proposed a modernization initiative requiring an investment of ₹7,000 crores. This transformation is projected to reduce

operational costs by 20% and minimize wastage by 12%.

The CFO presented an analysis revealing that competitors are unlikely to invest in significant upgrades or expansions for the next 6–8 years due to financial constraints. In response, the Board approved the modernization initiative and allocated an additional ₹1,500 crores to strengthen the division's supply chain.

Another proposal discussed was GEL's entry into the electric vehicle (EV) segment. The Board approved this diversification strategy, allocating ₹8,000 crores to establish a foothold in this rapidly growing market. Additionally, the Board authorized the distribution of an interim dividend of ₹75 per share to commemorate GEL's platinum jubilee.

In preparing for these strategic initiatives, the Board also evaluated key stakeholders to determine their influence and interest. Shareholders and the Board of Directors emerged as primary stakeholders with both high influence and interest, necessitating active engagement to secure their support. Regulatory authorities were recognized as influential but less interested in the immediate plans, requiring regular updates to ensure compliance. Customers and employees, while not as powerful, were identified as highly interested stakeholders, particularly concerning the renewable energy division's modernization and the entry into the EV market.

Based on the above Case Scenario, answer the Multiple-Choice Questions.

- 1) **GEL has approved significant investments in modernizing its renewable energy division and entering the electric vehicle segment. Analyze the level of strategy these decisions represent and identify the correct justification for your answer.**
 - (a) Functional level, as these are related to operational improvements within the renewable energy division.
 - (b) Business level, as these initiatives align with the goals of a single division to gain a competitive edge.
 - (c) Corporate level, as they involve decisions impacting the overall portfolio and diversification of GEL.
 - (d) Operational level, as these focus on day-to-day activities within the divisions.
- 2) **With the merger of Nova Green Energy Limited and Zenith Solar Limited into Synergy Renewables Ltd (SRL), how does this development influence GEL's strategic priorities in the renewable energy sector under Porter's Five Forces framework?**
 - (a) The merger reduces the threat of substitutes by consolidating competing technologies.
 - (b) It increases the bargaining power of buyers by providing them with a stronger alternative supplier.
 - (c) It heightens the intensity of industry rivalry by creating a stronger competitor with greater market share.
 - (d) The merger strengthens the bargaining power of suppliers due to greater reliance on key inputs.
- 3) **GEL's decision to enter the EV market represents a diversification strategy. Evaluate which type of diversification strategy is being pursued and the reasoning behind this classification.**
 - (a) Concentric diversification, as the EV market shares synergies with renewable energy technologies.
 - (b) Vertical integration, as GEL seeks to integrate upstream or downstream activities in the automotive value chain.
 - (c) Horizontal diversification, as GEL expands into a market unrelated to its existing renewable energy operations.
 - (d) Conglomerate diversification, as GEL enters an entirely unrelated and independent business segment.
- 4) **GEL identified shareholders and the Board of Directors as key stakeholders. Analyze the rationale for classifying them as both high influence and high interest and how this influences strategic communication.**
 - (a) They directly impact compliance with regulatory standards, necessitating regular updates.
 - (b) Their vested interest in dividends and long-term value creation makes their engagement essential for approval of key initiatives.



- (c) They represent the end consumers whose perceptions directly influence GEL’s market reputation.
 - (d) Their role in operational execution requires constant communication and support for strategy implementation.
- 5) **By approving modernization in renewable energy and diversification into EVs, what corporate strategy is GEL pursuing, and how does it position the company as per Ansoff’s product market growth matrix?**
- (a) Cost leadership, to lower operational expenses and offer competitive pricing.
 - (b) Product differentiation, by leveraging innovation in both existing and new markets.
 - (c) Market penetration, through deeper investments in existing product lines.
 - (d) Market expansion and diversification, to capture growth opportunities across unrelated industries.

Answer

1	2	3	4	5
(c)	(c)	(d)	(b)	(d)