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*Gateway to knowledge*



# CA DARSHAN JAIN

CA , CS , LLB , DISA , DIRM , B.COM

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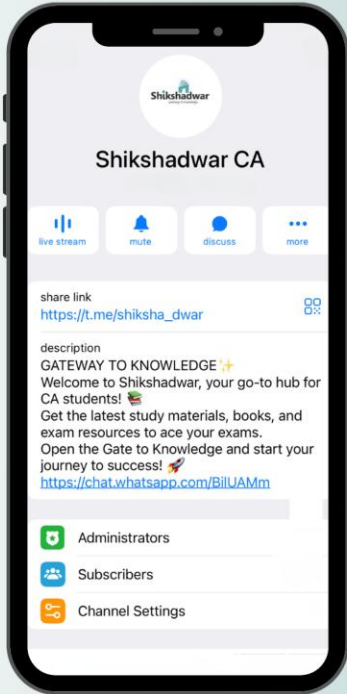
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- Teaching Financial Accounting , Financial Management & Strategic Management to CA Students For 12 Years.
- Practicing Chartered Accountant For Past 13 years in The Field of Audit , Direct & Indirect Taxes & Management Consultancy
- Elected as Convenor of The Jalna CA CPE Chapter of WIRC of ICAI For 2 consecutive years 20-21 & 21-22.
- He Has Successfully Completed & Qualified Following Certificate Course Conducted By ICAI
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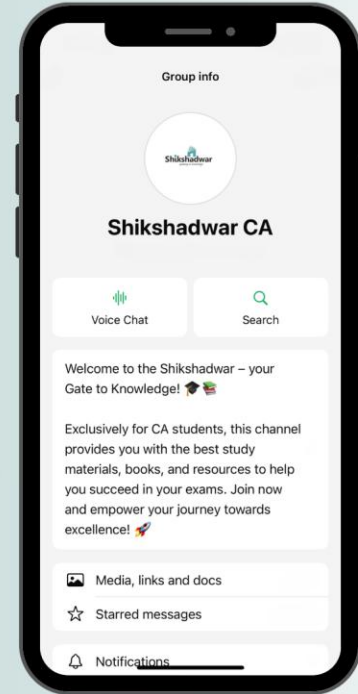
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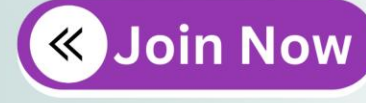
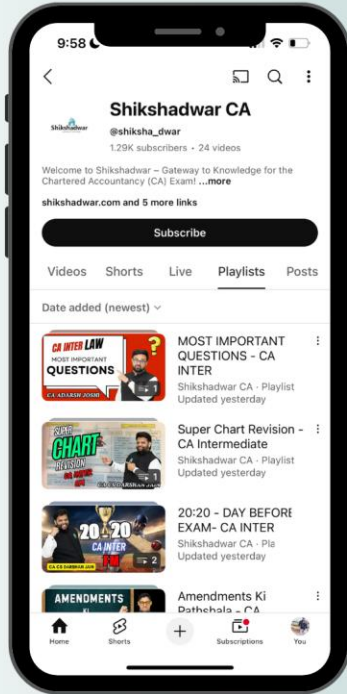




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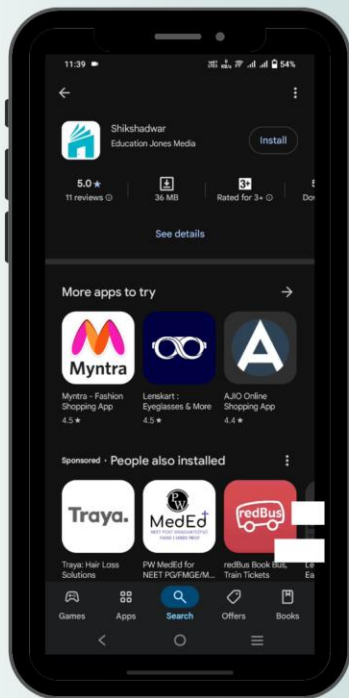
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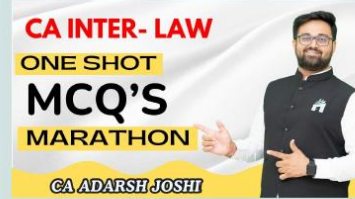
# CA INTERMEDIATE MAY 25

## Marathons Live Streams



RRR - Result Oriented Rapid Revision

Most Imp Questions



One Shot MCQ's Marathon

Super Chart Revision















Amendments Ki Pathshala

20 -20 Series

# CA INTERMEDIATE MAY 25

## Marathons Schedule With Links

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
17/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	RRR	
18/4/2025	12.00 NOON	CA TUSHAR TAPARIA	GST	RRR	
19/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	RRR	
20/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	ONE SHOT MCQ MARATHON	
21/4/2025	2.00 PM	CA TUSHAR TAPARIA	GST	GST AMENDMENTS & ITS IMPORTANT QUESTIONS	
23/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	ONE SHOT MCQ MARATHON	

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
24/4/2025	2.00 PM	CA TUSHAR TAPARIA	DT	DT AMENDMENTS & ITS IMPORTANT QUESTIONS	
27/4/2025	8.00 AM	CA CS DARSHAN JAIN	SM	ONE SHOT MCQ MARATHON	
4/5/2025	8.00 AM	CA ADARSH JOSHI	SM	MOST IMPORTANT QUESTIONS	
6/5/2025	3.00 PM	CA TUSHAR TAPARIA	TAXATION	20-20	
12/5/2025	8.00 AM	CA CS DARSHAN JAIN	FM	20-20	
13/5/2025	8.00 AM	CA CS DARSHAN JAIN	SM	SUPER CHART REVISION	

The background of the entire image is a dramatic, war-torn cityscape at sunset or sunrise. In the foreground, there are several military tanks, some of which appear to be damaged or in a state of disrepair. A helicopter is visible in the sky above the tanks. The overall atmosphere is one of conflict and chaos.

# RRR

**RESULT ORIENTED RAPID REVISION**

# CA INTER

**FM**

**CA CS DARSHAN JAIN**



**CA INTER- FM**

**ONE SHOT**

**MCQ'S**

**MARATHON**

**CA CS DARSHAN JAIN**



**CA INTER- SM**

**ONE SHOT**

**MCQ'S**

**MARATHON**

**CA CS DARSHAN JAIN**



# TOPICS TO BE COVERED

- 1. Introduction To Strategic Management**
- 2. Strategic Analysis – External Environment**
- 3. Strategic Analysis – Internal Environment**
- 4. Strategic Choices**
- 5. Strategy Implementation & Evaluation**

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# INTRODUCTION TO SM

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# MCQ 1

Strategy is a game plan used for which of the following

- a) To take market position
- b) To attract and satisfy costumers
- c) To response to dynamic and hostile environment
- d) All of the above

## MCQ 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 and not pragmatic

## MCQ 3

Strategy is -

- a) Proactive in action
- b) Reactive in action
- c) A blend of proactive and reactive actions
- d) None of the above

## MCQ 4

Reactive strategy can also be termed as-

- a) Planned strategy
- b) Adaptive strategy
- c) Sound strategy
- d) Dynamic strategy

## MCQ 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

## MCQ 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

# MCQ 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

## MCQ 8

Which statement should be created first and foremost?

- a) Strategy
- b) Vision
- c) Objective
- d) Mission

## MCQ 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

# MCQ 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)

# MCQ 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

# MCQ 12

Strategic management allows an organization to be more

- a) Authoritative
- b) Participative
- c) Commanding
- d) Proactive

## MCQ 13

A Ltd. has recently decided to install a new IT system to improve the efficiency of its payroll function. A Ltd. believes this will reduce the cost of running the payroll system by 20%. Which one of the following levels of strategy is the above IT system most closely linked to?

- a) Corporate level
- b) Functional level
- c) Business level
- d) Strategic level

## MCQ 14

An organisation during its strategy planning envisaged entire situation and created a strategy framework. But in mean time after implementation, it realised that its framework is not effective in certain unique unplanned situations. What could be the reason for such ineffectiveness?

- a) Strategy is "partly proactive and Partly reactive"
- b) Lack of analysis and proper planning
- c) Strategy is highly reactive and highly proactive
- d) Improper creation of strategic framework

# MCQ 15

The philosophical base of strategic management falls within the concept of –

- a) Strategic Intent
- b) Portfolio Analysis
- c) Globalisation
- d) Vision Statement

# MCQ 16

Meba Ltd. had a huge capacity of 40,000 Kilo Litres production of Kerosene Oil, and they were able to achieve 90% of it almost always, while the teams were also aware that they can achieve 100% capacity with very less efforts, but always kept margins. Further, the business team was planning to setup two more plants of 20,000 Kilo Litre capacity each in the next five years. This was a welcomed move from state governments as well. From the above, which of the following aspects of the objective has not been given much importance?

- a) They should be clear and quantifiable
- b) They should be concise
- c) They should be challenging
- d) They should provide standard for comparative appraisal

# MCQ 17

Ever Grand Group is a diversified company active in a wide range of business lines, including Financial Services, Fertilizers, Information Technology enabled Services (ITeS), FMCG and Real Estate. The Board of Directors understand the need of the hour and are determined to further develop the ITeS business, whereby they want better allocation of human resources and provision of industry-best customer services. To achieve the same, they have suggested implementation of specific business strategies but the managers are facing difficulties in allocating the responsibility for implementation of the business strategy amongst them. You being a management expert, indicate the appropriate persons responsible for translating general statements and business strategies pertaining to the ITeS Strategic Business Unit (SBU) and ensure a smooth implantation.

- a) Corporate level managers
- b) Functional level managers
- c) General level managers
- d) Business level managers

# MCQ 18

Which of these basic questions should a vision statement answer?

- a) What is business of firm's?
- b) Who are competitors?
- c) Where we are to go?
- d) What are organisational capabilities?

# MCQ 19

What are the means by which long term objectives will be achieved?

- a) Policies
- b) Opportunities
- c) Vision
- d) Strategies

# MCQ 20

What is the first step in the comprehensive strategic-management model?

- a) Developing vision and mission statements
- b) Performing external audits
- c) Measuring and evaluating performance
- d) Establishing long-term objectives

# MCQ 21

Questions such as "What is our business?" and "who are our customers?" are required to be answered in company's:

- a) Objectives
- b) Plan
- c) Policy document
- d) Mission statement

## MCQ 22

Shreya the owner of kalakaari boutique, delegated 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

## MCQ 23

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 - at home, at school and at play"

Identify the area of strategic intent, which the members have stated?

- a) Vision
- b) Business definition
- c) Goal and Objective
- d) Mission

# MCQ 24

McDonalds is deciding whether to expand manufacturing kitchen equipment in China. At what level is this decisions likely to be made?

- a) Business
- b) Corporate
- c) Functional
- d) International

## MCQ 25

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 Statement is true with respect to 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

## MCQ 26

\_\_\_\_\_ managers are viewed as the guardians of shareholders welfare?

- a) Business level
- b) Corporate level
- c) Functional level
- d) None of the above

## MCQ 27

Which of the following is not an objective of strategic management?

- a) To create Competitive Advantage
- b) To guide company Successfully through turbulent environment
- c) To create Ethics in employees
- d) None of these

# MCQ 28

Strategy is not a \_\_\_\_\_ for sound, alert and responsible management?

- a) Reason
- b) Substitute
- c) Necessity
- d) Platform

## MCQ 29

Which of the following is not a limitation of Strategic Management?

- a) Difficult to clearly estimate the competitive Responses
- b) It deals with past and not future events
- c) Environment is turbulent
- d) Costly

## MCQ 30

..... is a set of interrelated functions and processes carried out by management of an organization to attain its objective?

- a) Strategy
- b) Execution
- c) Monitoring
- d) Management

# MCQ 31

Which of these seeks to relate the goals of organization to the means of achieving them?

- a) Strategy
- b) Execution
- c) Monitoring
- d) Management

## MCQ 32

Which level manager is closer to the customers?

- a) Business level
- b) Corporate level
- c) Functional level
- d) None of the above

## MCQ 33

Functional level managers are concerned with .....

- a) Strategies responsible for specific business Operations
- b) Strategies that span individual business.
- c) Strategies that are specific to particular business.
- d) None of these

## MCQ 34

Which of the following is not an advantage of strategic management?

- a) Framework for all major decisions
- b) Develop core competencies and competitive advantages
- c) Enhance the longevity of the business
- d) Guarantees future success

# MCQ 35

..... is used with reference to a key group in an organization who is in-charge of its affairs?

- a) Strategy
- b) Execution
- c) Monitoring
- d) Management

**ANSWER KEY**

<b>SR.NO</b>	<b>ANSWER</b>	<b>SR.NO</b>	<b>ANSWER</b>
1	D	16	C
2	B	17	B
3	C	18	C
4	B	19	D
5	D	20	A
6	D	21	D
7	B	22	D
8	B	23	D
9	A	24	B
10	A	25	A
11	D	26	B
12	D	27	C
13	B	28	B
14	A	29	B
15	A	30	D
		31	A
		32	C
		33	A
		34	D
		35	D

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# **STRATEGIC ANALYSIS**

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# **EXTERNAL ENVIRONMENT**

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# MCQ 1

*KSFs stand for:*

- (a) Key strategic factors*
- (b) Key supervisory factors*
- (c) Key success factors*
- (d) Key sufficient factors*

## MCQ 2

*Competitive landscape requires the application of-*

- (a) Competitive advantage*
- (b) Competitive strategy*
- (c) Competitive acumen*
- (d) Competitive intelligence*

## MCQ 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*
- (d) None of above*

## MCQ 4

*'Attractiveness of firms' while conducting industry analysis should be seen in-*

- (a) Relative terms*
- (b) Absolute terms*
- (c) Comparative terms*
- (d) All of the above*

# MCQ 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*
- (d) Bargaining power of suppliers*

## MCQ 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*
- (d) Economic policy i.e. fiscal and monetary policy of Government*

# MCQ 7

*All are elements of Macro environment except:*

- (a) Society*
- (b) Government*
- (c) Competitors*
- (d) Technology*

## MCQ 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*
- (d) Decline*

## MCQ 9

**During which stage of the Product Life Cycle will marketing strategies need to concentrate on differentiating a product from competing products, building brand loyalty and offering incentives to attract competitor's customers to switch?**

- (a) Decline**
- (b) Growth**
- (c) Maturity**
- (d) Introduction**

# MCQ 10

**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**

# MCQ 11

1. 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)
- (d) (ii), (iii), (iv)

## MCQ 12

The directors of Blaina Packaging Co. (BPC), a well-established manufacturer of cardboard boxes is considering whether to enter the cardboard tube market. Cardboard tubes are purchased by customers and these products are of various sizes, ranging from large tubes which are used for carpets to small tubes which are used for films and paper. Another company, Plastic tubes Co. (PTC), produces narrow, but increasing, range of plastic tubes which are capable of housing small products such as film and paper-based products. This is considered as which of the following Porter's force for BPC?

- (a) Threat of new entrant
- (b) Threat of substitutes
- (c) Bargaining power of customers
- (d) Bargaining power of suppliers

# MCQ 13

Anything that a firm does especially well compared to rival firms is referred to as .....

- (a) Competitive advantage
- (b) Comparative advantage
- (c) Opportunity cost
- (d) Sustainable advantage

# MCQ 14

**Suppliers can command bargaining power over a firm when:**

- 1. The products are crucial to the buyer**
- 2. Large number of substitutes are available**
- 3. Suppliers erect high switching costs**
- 4. Suppliers are more concentrated than their buyers.**

**All above explain the reasons except:**

- (a) (1)**
- (b) (2)**
- (c) (3)**
- (d) (4)**

# MCQ 15

Which of the following variables are not directly affected by marketing mix?

- (a) Product
- (b) Place
- (c) Process
- (d) Promotion

# MCQ 16

*'Customer Analysis' and 'Market Analysis' are the part of... ..*

- a) Internal analysis
- b) Strategy identification and selection
- c) External Analysis
- d) None of the above

# MCQ 17

Which of the following is not an issue to consider for Strategic Analysis?

- a) Strategy evolves over a period of time
- b) Balance of external and internal factors
- c) Risk
- d) Complexity of competition

# MCQ 18

Which of the following is not the characteristics of globalization?

- a) Conglomerate of multiple units
- b) Common Pool of resources
- c) Common strategy
- d) High Transportation cost

# MCQ 19

Value chain analysis was originally introduced as an.....to shed light on the value-added task of separate activities.

- a) Accounting analysis
- b) Portfolio Analysis
- c) Controls analysis
- d) System analysis

# MCQ 20

Which of the following is not considered as a supporting activity?

- a) Firm infrastructure
- b) HR Management
- c) Inbound Logistics
- d) Technology Development

# MCQ 21

The objective of competitive strategy is to generate.....

- a) **Generate Competitive Advantage**
- b) **Increase Market Share**
- c) **Beat Competition**
- d) **All of the above**

# MCQ 22

Which of these is not a primary activity under Value chain analysis?

- a) Inbound Logistics
- b) Marketing and Sales
- c) Procurement
- d) Service and operation

# MCQ 23

... ..most affect industry member's ability to prosper in marketplace?

- a) Key success Factors
- b) Driving Forces
- c) Core Identify Forces
- d) Concurrent forces

# MCQ 24

**Which of the following is based on commonly observed phenomenon that unit costs decline as a firm accumulates experience in terms of a cumulative volume of production?**

- a) Experience Curve**
- b) Product life cycle**
- c) SWOT Analysis**
- d) Growth Share Matrix**

# MCQ 25

**Which area of value chain transform various inputs into the final product or service?**

- a) Marketing and Sales**
- b) Procurement**
- c) Infrastructure**
- d) Operation**

## MCQ 26

.....refers to analysis of competitors and at the same time, it permits the comprehension of their vision, mission, core values, niche market, strengths and weaknesses?

- a) Strategic Analysis
- b) Core competence
- c) Competitive Landscape
- d) Competitive Strategy

# MCQ 27

Which is a particularly important area of supportive activities in value chain that transcends all primary activities?

- a) Procurement
- b) Technology Development
- c) Human Resources Manager
- d) Infrastructure

# MCQ 28

..... is “a group of firms whose products have same and similar attributes such that they compete for same buyers.

- a) Industry
- b) Value chain
- c) Competitive Landscape
- d) Strategy Analysis

## MCQ 29

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

# MCQ 30

According to Porter, what is usually the most powerful of the five competitive forces?

- a) Rivalry among existing firms
- b) Potential development of substitute products
- c) Bargaining power of buyers and suppliers
- d) Potential entry of new competitors

# MCQ 31

Which of the following is not an entry barrier?

- a) Brand identity
- b) Research and development
- c) Product differentiation
- d) Access to distribution channels

# MCQ 32

A large firm can produce high volumes of good at successively lower costs. This creates.....

- a) Capital Requirement Barrier
- b) Economies of scale Barrier
- c) Switching Cost Barrier
- d) Brand Identify Barrier

# MCQ 33

Buyer bargaining power has leverage when.....

- a) Buyers have full knowledge
- b) Buyers have invested a lot of money
- c) Buyers are more concentrated than firms
- d) All the above

# MCQ 34

**In case assets of a Firm is considered highly specialized and therefore of little value to any other firm, such situation creates.....**

- a) Fixed cost
- b) Slow Growth
- c) Exit Barrier
- d) Industry Leader

# MCQ 35

*Which of the Porter's Five Forces states that 'Firms must search for products that perform the same, or nearly the same function as their existing products'?*

- a) Threats of new entrance
- b) Bargaining power of buyers
- c) Threats of substitutes
- d) Nature of industry rivalry

**ANSWER KEY**

<b>SR.NO</b>	<b>ANSWER</b>	<b>SR.NO</b>	<b>ANSWER</b>
1	C	21	D
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6	B	26	C
7	C	27	C
8	B	28	A
9	C	29	B
10	D	30	A
11	B	31	B
12	B	32	B
13	A	33	D
14	B	34	C
15	C	35	C
16	C		
17	D		
18	D		
19	A		
20	C		

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**STRATEGIC ANALYSIS**

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**INTERNAL ENVIRONMENT**

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# MCQ 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*

## MCQ 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*

## MCQ 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*

## MCQ 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*

## MCQ 5

*Internal\_\_\_\_\_are activities in an organization that are performed especially well.*

- (a) Opportunities*
- (b) Competencies*
- (c) Strengths*
- (d) Management*

## MCQ 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*

## MCQ 7

*In Michael Porter's generic strategy... ..emphasizes producing standardized products at a very low per unit-cost for consumers who are pricesensitive.*

- (a) Cheap leadership*
- (b) Inferior product leadership*
- (c) Cost leadership*
- (d) Cost benefit*

## MCQ 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)*

## MCQ 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*

## MCQ 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.*

# MCQ 11

Sanjivni Pharmaceuticals Limited manufacturers a cough syrup Zenus. It has modified Zenus syrup, claiming that the Zenus cough syrup is sugar-free, and the consumer will not feel drowsiness after consuming this cough syrup. Consumers found this product as unique. The sales of Zenus cough syrup have increased as expected. The price of this sugar-free syrup is higher by 20% than the earlier syrup. Identify the strategy adopted by Sanjivni Pharmaceuticals Limited.

- (a) Focus strategy
- (b) Best cost provider strategy
- (c) Differentiation strategy
- (d) Cost leadership strategy

## MCQ 12

ABC is a marketing consultancy business. ABC's most recent corporate analysis has identified that three new businesses have recently entered its market and started aggressively targeting ABC's key client. As part of ABC's corporate analysis, these three new businesses would be a

- (a) Strength
- (b) Opportunity
- (c) Weakness
- (d) Threat

## MCQ 13

**Trekking Poles is a small company based in the Himalayan ranges in India. It is known in the region for its hill walking sticks. Trekking Poles sell specialist walking equipment in their small shop at the foot of the mountains. They do not have a website yet have been able to sell their products at premium prices. Which of the following one of Porter's generic strategies best fits Trekking Poles?**

- (a) Cost leadership**
- (b) Differentiation**
- (c) Focused cost leadership**
- (d) Focused differentiation**

## MCQ 14

A famous restaurant enjoys full occupancy during the lunch and dinner time for last few months. In fact, many customers go back as they have to wait for their turn. Between 15:00 hours to 18:00 hours, the occupancy rate is near to nil. To raise the footfalls of customers during this lean time, the owner offers a discount of 20% on total bill if a customer comes in these 3 hours. Which type of marketing strategy does the restaurant follow to attract the customers in the lean period?

- (a) Differential Marketing
- (b) Synchro-marketing
- (c) Place Marketing
- (d) Concentrated Marketing

## MCQ 15

**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**

# MCQ 16

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:

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 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

(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)

# MCQ 17

An advertising company has 12 staff – 4 of whom are joint owners. It has a strong client base across many industries such as healthcare, training, publishing and sports. However, it has never taken working capital management and the financial side of the business seriously even to the extent that it can never be sure that the clients are billed properly. It now has a chance to bid for a new large, national contract from a major company. Match the columns in respect of the following elements of SWOT analysis:

Column A	Column B
1.Tender for a major contract	a. Strength
2. Rival companies in the industry trying to pitch for and recruit the key staff	b. Weakness
3.Well diversified client portfolio	c. Opportunities
4.High level of receivables	d. Threats

- (a) 1-a, 2-b, 3-c, 4-d
- (b) 1-c, 2-d, 3-a, 4-b
- (c) 1-c, 2-b, 3-a, 4-b
- (d) 1-a, 2-d, 3-c, 4-b

## MCQ 18

We have heard countless, heart breaking stories from companies that are facing immense pressure on their cash flow due to the economic crisis brought on by the COVID-19 pandemic. To adapt to the changing environment, companies should undertake SWOT analysis. Which of the following is a “Threat” affecting the companies?

- (a) Customer are likely to cut back on discretion any expenditure and may move to lower cost rivals
- (b) Loss of key staff
- (c) Tender for new client
- (d) Both a & b

# MCQ 19

Match the core competencies for the following industry:

1.	Automobile Industry	A. Styling, efficient dealernetwork performance
2.	Food Processing Industry	B. Reputation, innovative newpolicies
3.	Life InsuranceIndustry	C. Right mix available in eachstore, pricing
4.	Super Market Industry	D. Health Aspects, New Product development, good distribution channel

- (a) 1-A, 2-D, 3-B, 4-C
- (b) 1-D, 2-A, 3-C, 4-B
- (c) 1-A, 2-B, 3-C, 4-D
- (d) 1-B, 2-C, 3-D, 4-A

# MCQ 20

AB is a supermarket chain operating in North India. Currently, AB is seeking to enhance its shareholder value as its main objective. Therefore, the SWOT analysis can be used to identify how the business can build on its strengths and take corrective action for its weakness. Match the columns in respect of the following elements of SWOT analysis:

(i) Well established in the North	(A) Strength
(ii) Not much opportunity for further organic growth in the North	(B) Weakness
(iii) Reduction in competitiveness as well as losing market share due to recent merge of two rivals	(C) Opportunities
(iv) Possibility of increasing the use of debt, in turn resulting in lower costs as debt is cheaper than equity	(D) Threats

- (a) (i) – A, (ii) – B, (iii) – D, (iv) – C
- (b) (i) – C, (ii) – D, (iii) – A, (iv) – B
- (c) (i) – A, (ii) – C (iii), – B (iv), – D
- (d) (i) – C, (ii) – D, (iii) – B (iv), – A

## MCQ 21

Adolf Play Sportswear sells a variety of sportswear under its own well-known brand name. In order to have detailed strategies for the company's objectives, which of the following cannot be considered as a "Strength" as per SWOT analysis?

- (a) High market share
- (b) Excellent brand awareness
- (c) Strong revenue growth (compared to industry average of 10%)
- (d) Possibility of new product to be introduced in the market for new sport at the world championship

## MCQ 22

X-Olympus is a gaming software company specializing in developing games for ZBox and GameStation-4. The company is facing stiff competition due to saturation of market and price wars, which has excessively favor and highlight their dependence on gaming console manufacturers. Thereby, the company desires to establish a competitive advantage over industry rivals by enhancing the gaming experience by expanding into Edge-Cloud Gaming Service on a monthly subscription basis. This service offering does not require dedicated gaming consoles yet provide customers game streaming in 4K resolution with an ample range of games to select from. This move is expected to insulate X-Olympus from price wars and provide a competitive advantage. Kindly identify which of the Michael Porter's forces and generic strategies perfectly suits X-Olympus?

- (a) Threat of new entrants, Focus strategy
- (b) Rivalry amongst existing players, Differentiation strategy
- (c) Bargaining power of suppliers, Focus strategy
- (d) Threat from substitutes, Cost leadership strategy

## MCQ 23

Perscopter, a manufacturer of private helicopter offers unique features that fulfill 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

## MCQ 24

**A good business strategy is formulated based on an organisations'**

- (a) Weaknesses and Strengths**
- (b) Opportunities and Threats**
- (c) Both (a) and (b)**
- (d) Top Management's decisions**

## MCQ 25

**“Competitor’s Differentiation’, Customer Value’ and ‘Application of Competitiveness’ are the three important areas of:**

- (a) Value chain analysis**
- (b) Business process re-engineering**
- (c) Competitor analysis**
- (d) Core competencies**

## MCQ 26

**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**

## MCQ 27

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

## MCQ 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

## MCQ 29

**Marketing and sales of Hindustan Unilever Limited and Low operating cost by Walmart are examples of what?**

- (a) Competitive Advantage**
- (b) Core Competency**
- (c) Strategic Planning**
- (d) Key Performance Indicators (KPIs)**

## MCQ 30

**Strategic group mapping is a tool to:-**

- (a) Identify the strongest competitor**
- (b) Identify weakest and strongest competitors**
- (c) Identify new entrants**
- (d) Identify the weakest competitors**

# MCQ 31

Capabilities that are valuable, rare, costly to imitate, and non-substitutable are .....

- a) Core competency
- b) Driving forces
- c) Core Identify forces
- d) Concurrent forces

## MCQ 32

Which of the following is not the characteristics of competitive advantage?

- a) Appropriability
- b) Transferability
- c) Imitability
- d) Tractability

## MCQ 33

Rolls Royce follows .....strategy while selling limited number of high-end, custom - built cars.

- a) Only Cost Leadership
- b) Only Differentiation
- c) Focused Cost leadership
- d) Focused Differentiation

## MCQ 34

.....refers to provision of additional customer services and benefits built around core and actual products that relate to introduction of high- tech services?

- a) Augmented Marketing
- b) Direct Marketing
- c) Enlightened Marketing
- d) Social Marketing

## MCQ 35

Which of these is a marketing strategy in which a firm goes after a large share of new market?

- a) Concentrated Marketing
- b) Augmented Marketing
- c) Enlightened Marketing
- d) Synchro Marketing

## MCQ 36

**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**

## MCQ 37

In Mandelaw's Matrix , keep Satisfied Stakeholders Refers to Stakeholders who has

- a) Less Power , Less Interest
- b) High Power , High Interest
- c) High Power , Less Interest
- d) Less Power , High Interest

## MCQ 38

In Mandelov's Matrix , keep Informed Stakeholders Refers to Stakeholders who has

- a) Less Power , Less Interest
- b) High Power , High Interest
- c) High Power , Less Interest
- d) Less Power , High Interest

## MCQ 39

In Mandelow's Matrix , key Players Stakeholders Refers to Stakeholders who has

- a) Less Power , Less Interest
- b) High Power , High Interest
- c) High Power , Less Interest
- d) Less Power , High Interest

## MCQ 40

In Mandelow's Matrix , Low Priority Stakeholders Refers to Stakeholders who has

- a) Less Power , Less Interest
- b) High Power , High Interest
- c) High Power , Less Interest
- d) Less Power , High Interest

**ANSWER KEY**

<b>SR.NO</b>	<b>ANSWER</b>	<b>SR.NO</b>	<b>ANSWER</b>
1	B	21	D
2	D	22	B
3	D	23	D
4	B	24	C
5	C	25	D
6	C	26	B
7	C	27	D
8	D	28	D
9	D	29	B
10	B	30	B
11	C	31	A
12	D	32	D
13	D	33	D
14	B	34	A
15	C	35	A
16	C	36	A
17	B	37	C
18	D	38	D
19	A	39	B
20	A	40	A

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# STRATEGIC CHOICES

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# MCQ 1

*Which strategy is implemented after the failure of turnaround strategy?*

- (a) Expansion strategy*
- (b) Diversification strategy*
- (c) Divestment strategy*
- (d) Growth strategy*

## MCQ 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.*

## MCQ 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.*

# MCQ 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)*

## MCQ 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.*

## MCQ 6

*Stability strategy is a ... ..strategy.*

- (a) SBU level*
- (b) Corporate level*
- (c) Business level*
- (d) Functional level*

## MCQ 7

*Conglomerate diversification is another name for which of the following?*

- (a) Related diversification*
- (b) Unrelated diversification*
- (c) Portfolio diversification*
- (d) Acquisition diversification*

## MCQ 8

*Diversification primarily helps to:*

- (a) Reduce competition*
- (b) Reduce risk*
- (c) Reduce taxes*
- (d) Reduce costs*

## MCQ 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*

## MCQ 10

*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 BCG's Matrix, One Sip brand for the beverage company is?*

- (a) Star*
- (b) Dog*
- (c) Cash cow*
- (d) Question mark*

## MCQ 11

*Baba Pvt Ltd has seventeen factories, nine of which they recently gave to other producers on lease. This has increased their cash inflows to a great extent, and they are enjoying this surplus by investing the same in financial assets. Such a strategy can be termed as which of the following?*

- (a) Divest*
- (b) Harvest*
- (c) Hold*
- (d) Build*

## MCQ 12

*Shreya, the owner of Kalakaari boutiques, wanted to reduce uncertainty of their business strategy for which she gathered a lot of information from peers, groups, industry reports and experts. But it did not give her comfort to take up new strategies. What tool can help her in this regard?*

- (a) Risk Analysis*
- (b) BCG Analysis*
- (c) ADL Matrix*
- (d) Scenario Analysis*

## MCQ 13

*In context to BCG matrix, which of the following statements is not correct?*

- (a) The BCG assumes that all products will grow and mature*
- (b) The BCG can be used to examine a company's current product portfolio*
- (c) A company with only cash cows and dogs has limited long-term prospects*
- (d) All of the above*

## MCQ 14

*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*

## MCQ 15

*Spark Pvt. Ltd., an automobile seat manufacturing company has been witnessing superior growth compared to its competitors due to management's greater emphasis on quality of production. In the previous Board Meeting, the management has decided to expand the existing business. The CEO will be travelling to south-east Asia and Africa for identifying new geographical places and new product dimensions and will try to establish new distribution channels to attract new customers abroad. Based on the Igor Ansoff's product market growth matrix, identify which of the growth strategy the company is employing in the current case.*

- (a) Market penetration*
- (b) Product development*
- (c) Market development*
- (d) Diversification*

## MCQ 16

*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*

## MCQ 17

*Freshy Drinks provides fruit juices to a number of super market chains that sell them under their own label. Its marketing manager explains, 'We' have got a large number of products. Our freshly squeezed orange juice is doing fine (high market share). The market for orange juice appears to be matured (low growth). We've got advanced production and bottling equipment and long-term contracts with some of major growers.*

*Which position best fits the "orange juice product" as per BCG matrix?*

- (a) Cash cow*
- (b) Question mark*
- (c) Star*
- (d) Dog*

# MCQ 18

*T Ltd. is a Delhi based super market, which has grown from a position where 30 years ago it had a revenue of around ` 50 crores p.a. to a position today where revenue exceeds ` 5000 crores p.a. and profit exceed ` 1000 crores p.a. It has achieved this growth through a combination of strategies many of which can be plotted on to the Ansoff matrix?*

	<i>Existing products</i>	<i>New products</i>
<i>Existing markets</i>	A	C
<i>New markets</i>	B	D

- (i) Expansion into clothing and electrical sales*
- (ii) 24-hour opening*
- (iii) Selling its products on internet*
- (iv) Overseas expansion*

- (a) A-(ii) D-(ii) B-(iii) C-(iv)*
- (b) B-(i) C-(ii) A-(iii) D-(iv)*
- (c) C-(i), A-(ii) D-(iii) B-(iv)*
- (d) D-(i) B-(ii) C-(iii) A-(iv)*

## MCQ 19

*General public is discerning from buying air conditioning units based on the Health Ministry guidelines regarding emergence of a contagious viral pandemic. Consequently, Nebula Pvt Ltd, a manufacturer of evaporation coils used in air conditioning units has faced significant loss in working capital due to sharp fall in demand. The company conducted financial assessment and developed a workable action plan based on short and long term financial needs. But for immediate needs, an emergency plan has been implemented. It includes selling scrap, asset liquidation and overheads cost reduction. Further, to avoid any such untoward event in future, they plan to diversify into newer business areas along with its core business. Identify the strategy opted by M/s. Nebula Pvt Ltd?*

- (a) Retrenchment strategy*
- (b) Liquidation strategy*
- (c) Turnaround strategy*
- (d) Divestment strategy*

## MCQ 20

*Stylish Fabric Ltd., a clothes manufacturer is buying up a chain of retail outlets to differentiate its clothes from those of its competitors through branding. This gives an opportunity for higher margins. Stylish Fabric Ltd. will also be able to produce clothes as the shop demands them (JIT) leading to reductions in inventory levels.*

*Which strategy has Stylish Fabric Ltd. adopted?*

- (a) Backward integration*
- (b) Forward integration*
- (c) Conglomerate diversification*
- (d) Horizontal integrated diversification*

## MCQ 21

*Beta Company, a car manufacturer is buying up a supplier so that it gets a dedicated supplier with both guaranteed quality and price. The material could be manufactured when required by Beta Company leading to lower inventory levels.*

*Which strategy has Beta Company adopted?*

- (a) Backward integration*
- (b) Forward integration*
- (c) Conglomerate diversification*
- (d) Horizontal integrated diversification*

## MCQ 22

*An advertisement says, 'Have Roohafza with milk and lassi too'. Which strategy is the company trying to use:*

- (a) Market development*
- (b) Product development*
- (c) Market penetration*
- (d) All of the above*

## MCQ 23

*GE Nine-cell matrix is based on:*

- (a) Market attractiveness and business strength*
- (b) Market growth rate and business strength*
- (c) Market attractiveness and relative market share*
- (d) Market growth rate and relative market share*

## MCQ 24

*Acquisition of IT company by a steel manufacturer is:*

- (a) Business level strategy*
- (b) Corporate strategy*
- (c) Business decision*
- (d) Functional diversification*

## MCQ 25

*When two organisations combine to increase their strength and financial gains along with reducing competition is called-----.*

- (a) Hostile takeover*
- (b) Liquidation*
- (c) Merger*
- (d) Acquisition*

## MCQ 26

*The reasons for acquisition are:*

- a) Increased market power*
- b) Increased diversification*
- c) Seizing growth opportunities*
- d) All of the these*

## MCQ 27

*A strategic business unit is a grouping of ... .. businesses.*

- (a) Unrelated*
- (b) Differentiated*
- (c) Related*
- (d) None of these.*

## MCQ 28

*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*

## MCQ 29

Which of the following statements are true?

**Statement 1: General Electric Matrix uses two factors while taking strategic decisions: Competitive position and Market Attractiveness.**

**Statement 2: General Electric Matrix uses two factors while taking strategic decisions: Business Strength and Stage of industry maturity.**

- a) **Statement 1 is correct**
- b) **Statement 2 is correct**
- c) **Both Statements are correct**
- d) **None of the statement is correct**

# MCQ 30

Which of these are low-growth, high market share businesses/ product?

- a) Star
- b) Cash- Cow
- c) Question - mark
- d) Dog

# MCQ 31

Which strategy has its objective to increase market share, even by foregoing short-term earnings?

- a) Build
- b) Hold
- c) Harvest
- d) Divest

## MCQ 32

Which of the following is the riskiest strategy of Ansoff Market Product Growth matrix?

- a) Market penetration
- b) Market Development
- c) Product development
- d) Diversification

## MCQ 33

Which strategy has its objective to 'preserve market share'?

- a) Build
- b) Hold
- c) Harvest
- d) Divest

## MCQ 34

Which of these is a portfolio analysis technique that is based on the product life cycle?

- a) BCG Growth Matrix
- b) Ansoff Growth Matrix
- c) Arthur D. Little Matrix
- d) General Electric Matrix

## MCQ 35

**In which position of ADL Matrix, companies are generally vulnerable in the face of increased competition from stronger and more proactive companies in market.**

- a) Dominant**
- b) Tenable**
- c) Favourable**
- d) Strong**

## MCQ 36

Which position of ADL matrix is comparatively rare position and in many cases is attributable to a monopoly?

- a) Dominant
- b) Tenable
- c) Favourable
- d) Strong

## MCQ 37

**In which position of ADL, a firm has considerable degree of freedom over its choice of strategies and often able to act without fear of its market position?**

- a) Dominant**
- b) Tenable**
- c) Favourable**
- d) Strong**

## MCQ 38

Which position in ADL matrix generally comes about when industry is fragmented?

- a) Dominant
- b) Tenable
- c) Favourable
- d) Strong

## MCQ 39

Which of these is a simplest way to portray a corporation's portfolio of investment?

- a) Ansoff Growth Matrix
- b) Product Life cycle
- c) SWOT Analysis
- d) BCG Growth Share Matrix

# MCQ 40

**Which of these are products or SBU that are growing rapidly and also need heavy investment to maintain their position and finance their rapid growth potential?**

- a) Star
- b) Cash- Cow
- c) Question - Mark
- d) Dog

**ANSWER KEY**

<b>SR.NO</b>	<b>ANSWER</b>	<b>SR.NO</b>	<b>ANSWER</b>
1	C	21	A
2	B	22	C
3	B	23	A
4	D	24	B
5	A	25	C
6	B	26	D
7	B	27	C
8	B	28	B
9	B	29	D
10	C	30	B
11	B	31	A
12	D	32	D
13	A	33	B
14	D	34	C
15	C	35	B
16	A	36	A
17	A	37	D
18	C	38	C
19	C	39	D
20	B	40	A

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# STRATEGY IMPLEMENTATION & EVALUATION

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# MCQ 1

... .. leadership style may be appropriate in turbulent environment.

- (a) *Transactional*
- (b) *Transformational*
- (c) *Autocratic*
- (d) *None of these*

## MCQ 2

*An organizational structure with constricted middle level is:*

- (a) Divisional structure*
- (b) Network structure*
- (c) Hour Glass structure*
- (d) Matrix structure*

## MCQ 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*
- (d) Operations Control*

## MCQ 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*
- (d) Budgetary Control*

## MCQ 5

*Compliance, Identification and Internalization are the three processes involved in:*

- (a) Refreezing*
- (b) Defreezing*
- (c) Changing behavior patterns*
- (d) Breaking down old attitudes*

## MCQ 6

*Which one is NOT a type of strategic control?*

- (a) Operational control*
- (b) Strategic surveillance*
- (c) Special alert control*
- (d) Premise control*

## MCQ 7

*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*
- (d) Internal management*

## MCQ 8

*Which of the following is achieved by strictly enforcing the reward and punishment strategy for good or bad behaviour?*

- a) Compliance*
- b) Identification*
- c) Internalization*
- d) None of these*

## MCQ 9

*Delta is an organisation specializing in Information Technology enabled Services (ITeS) and Communications business. Last year, the organisation had successfully integrated an Artificial Intelligence (AI) tool named 'Zeus' into the existing ERP system. The AI tool, using Deep Learning technique provided a digital leap transformation in various business processes and operations. It has significantly 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*

## MCQ 10

*Abhishek a freelancer writes promotional materials. He decided to collaborate without requiring physical presence of employee, and hired virtual assistants to transcribe voice mail, update his website, and design PowerPoint graphics. What kind of structure is he using for his business?*

- (a) Functional structure*
- (b) Divisional structure*
- (c) Network structure*
- (d) Multi-divisional structure*

## MCQ 11

*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 uses 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*

## MCQ 12

*Which of the following involves general monitoring of various sources of information to uncover unanticipated information having a bearing on the organizational strategy?*

- a) Strategic Surveillance*
- b) Special Alert Control*
- c) Premise Control*
- d) Implementation Control*

## MCQ 13

*Dr. Raman has been running a nursing home for about twenty two years now, and has gained enormous name for his 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 employed as nurses and caretakers of the ill. This shall be very crucial in growing the practice as desired. Which of the following phases 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*

## MCQ 14

*The management of Vadakara Limited, hitherto a successful ball valves maker headquartered in Mumbai, is looking to launch a new SBU for its future forward integration plans abroad in Sudan. The CEO is now faced with the opportunity-cum-challenge to make this foray into Sudan a successful but time-bound business enterprise. The CEO has already asked his India Operations Head to make a study of Sudan's present market conditions and territory specific laws to enable the setup of a local branch office for the proposed SBU. Meantime, the HR manager has come across a promising resume of a person on LinkedIn, a social networking platform on internet, who is currently engaged in a similar Deputy CEO position with another entity. The management is also in touch with a couple of NRI angel investors based out of Singapore, to arrange for venture capital that would be required for this venture.*

*From a strategic management perspective, Vadakara Limited is currently represented by which strategic time phase:*

- (a) Strategy formulation phase*
- (b) Strategy change phase*
- (c) Strategy implementation phase*
- (d) Strategy internalization phase*

## MCQ 15

*Aditya Swaroop is the head of operations of Bindal & Sons private limited. He is focussing on total or aggregate management functions in the sense of embracing the integrated activities of a complete department. He assures the resources are obtained and used effectively and efficiently in the accomplishment of the organisation's objectives. He is practicing as: -*

- (a) Strategic control*
- (b) Management control*
- (c) Administrative control*
- (d) Operations control*

# MCQ 16

*Sudden change in government, natural calamities, terrorist attacks, industrial disasters etc. need \_\_\_\_\_.*

- a) Special Alert Control*
- b) Strategic Surveillance*
- c) Premise control*
- d) Implementation Control*

## MCQ 17

*Determine the correct sequence of strategic change.*

- 1. Institutionalize the change*
- 2. Create a shared vision to manage change*
- 3. Recognize need for change*

*a) (i), (iii), (ii)*

*b) (iii), (ii), (i)*

*c) (ii), (iii), (i)*

*d) (i), (ii), (iii)*

## MCQ 18

*After an earnest attempt to bring in a strategic change in your organization, you the operational head of XYZ ltd, succeeded but still your organization couldn't achieve the desired competitive position in the market. Out of the following what could be the reason?*

- (a) Strategy formulation*
- (b) Strategy model*
- (c) Strategy implementation*
- (d) Strategy decision*

## MCQ 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.*

## MCQ 20

\_\_\_\_\_ is directed towards and assessing the need for changes in the overall strategy in light of unfolding events and results associated with incremental steps and action.

- a) *Special Alert Control*
- b) *Strategic Surveillance*
- c) *Premise control*
- d) *Implementation Control*

## MCQ 21

*You being the core strategist of your company, entrusted with bringing about strategic change in your company, how will you initiate “unfreezing of the situation”?*

- (a) Promoting new ideas throughout the organization*
- (b) Promoting compliance throughout the organization*
- (c) Promoting change in process throughout the organization*
- (d) None of the above*

## MCQ 22

**Mckinsey's 7-s 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, Style

## MCQ 23

*Strategic implementation control, unlike \_\_\_\_\_, continuously monitors the basic direction of the strategy.*

- a) Special Alert Control*
- b) Operational Control*
- c) Premises control*
- d) Management control*

## MCQ 24

*Which of the following statements are true?*

*Statement 1: Implementing strategy affects an organization from top to bottom; it affects all the functional and divisional areas of a business.*

*Statement 2: Strategic control is an integral part of strategic management.*

- a) Statement 1 is correct*
- b) Statement 2 is correct*
- c) Both Statements are correct*
- d) None of the statement is correct*

## MCQ 25

*Which of the following is an element of process of control?*

- a) Mechanism for monitoring and measuring the performance*
- b) Mechanism for feeding back corrective and adaptive information*
- c) Mechanism for learning new insights on standards themselves*
- d) All of these*

## MCQ 26

*Which is a function intended to ensure and make possible the performance of planned activities and to achieve the pre-determined goals and results?*

- a) Strategic control*
- b) Strategic change*
- c) Strategic vision*
- d) None of these*

## MCQ 27

\_\_\_\_\_ criteria of strategic change happen when new behaviour becomes a normal way of life.

- a) Unfreezing
- b) Change in new situation
- c) Refreezing
- d) None of these

## MCQ 28

\_\_\_\_\_ intends to enable the organization to continuously learn from its experience and to improve its capability to cope with demands of organizational growth and development.

- a) *Strategic control*
- b) *Strategic change*
- c) *Strategic intent*
- d) *None of these*

## MCQ 29

\_\_\_\_\_ is a complex process that involves a corporate strategy focused on new markets, products, services and new ways of doing business.

- a) *Strategic change*
- b) *Strategic Intent*
- c) *Strategic Control*
- d) *None of these*

## MCQ 30

*Strategy evaluation is more difficult today due to the following trends except:*

- (a) A dramatic increase in the environment's complexity.*
- (b) The increasing difficulty of predicting the future with accuracy.*
- (c) The increasing number of variables in the environment.*
- (d) Firms have unlimited resources.*

## MCQ 31

\_\_\_\_\_ occurs when members are psychologically impressed upon to identify themselves with some given role models whose behaviour they would like to adopt and try to become like them.

- a) *Compliance*
- b) *Identification*
- c) *Internalization*
- d) *None of these*

## MCQ 32

*The purpose of strategy evaluation is to:*

- (a) increase the budget annually.*
- (b) alert management to problems or potential problems.*
- (c) make budget changes.*
- (d) evaluate employees' performance.*

## MCQ 33

\_\_\_\_\_ helps the managers to determine whether the overall strategy is progressing as desired or whether there is need for readjustment?

- a) *Milestone Reviews*
- b) *Premise control*
- c) *Special alert control*
- d) *Monitoring strategic Thrusts*

## MCQ 34

*Which process simply makes the individual or organizations aware of the necessity for change and prepares them for such a change?*

*a) Unfreezing*

*b) Change in new situation*

*c) Refreezing*

*d) None of these*

## MCQ 35

*The responsibility of efficiency and effectiveness lies with:*

- (a) Middle management and operational management*
- (b) Top management and operational management*
- (c) Operational management and top management*
- (d) Operational management and middle management*

## MCQ 36

*Which of the following is not true for strategy formulation and implementation matrix?*

- (a) Company in square A would focus on implementing the strategy successfully.*
- (b) Company in Square B is the idle situation*
- (c) Company in square D would focus on readjusting the implementation.*
- (d) Company in square D would focus on redesigning their strategy.*

## MCQ 37

*Which of the following is not one of the issues in strategy implementation?*

- (a) Resource allocation*
- (b) Project implementation*
- (c) Structural implementation*
- (d) Market implementation*

## MCQ 38

*In which phase of strategic management are annual objectives especially important?*

- (a) Formulation*
- (b) Control*
- (c) Evaluation*
- (d) Implementation*

## MCQ 39

*Medium sized firms tend to be \_\_\_\_\_ structured.*

- a) Divisionally*
- b) Matrix*
- c) Hourglass*
- d) Network*

## MCQ 40

*During what stage of strategic management are a firm's specific internal strengths and weaknesses determined?*

- (a) Formulation*
- (b) Implementation*
- (c) Evaluation*
- (d) Feedback*

# MCQ 41

*Developing vision and mission, identifying an organisation's external opportunities and threats, and determining internal strengths and weaknesses are:*

- (a) SBU planning*
- (b) Strategy formulation*
- (c) Strategy implementation*
- (d) Business process reengineering*

## MCQ 42

*Strategic Planning is the responsibility of:-*

- (a) Corporate level managers*
- (b) Operational managers*
- (c) Functional managers*
- (d) Business level managers*

## MCQ 43

*A divisional structure \_\_\_\_\_ allows local participation in decision making and improved coordination within a region.*

- a) By geographical area*
- b) By product/services*
- c) By customer*
- d) By process*

## MCQ 44

\_\_\_\_\_ is a tool for systematic and continuous monitoring of the environment to verify the validity and accuracy of the assumption on which strategy is built.

- a) *Strategic Surveillance*
- b) *Special Alert Control*
- c) *Premise Control*
- d) *Implementation Contro*

# MCQ 45

*Change in company's \_\_\_\_\_ requires re allocation of resources necessitating need for changes in \_\_\_\_\_*

- (a) structure, strategy*
- (b) strategy, structure*
- (c) structure, structure*
- (d) strategy, strategy*

## MCQ 46

*In strategic management, there are two main styles of leadership. These are transformational and:*

- (a) Transparent*
- (b) Transitional*
- (c) Translational*
- (d) Transactional*

## MCQ 47

\_\_\_\_\_ enable corporate officers to manage the cash flow of the divisions through budgets and an emphasis on profits from distinct businesses.

- a) *Financial controls*
- b) *Strategic controls*
- c) *Operational controls*
- d) *Management controls*

## MCQ 48

*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.*

## MCQ 49

*Which of the following situation will most likely suit a transformational leader?*

- (a) An organization that is in trouble*
- (b) A growing organization*
- (c) An organization in a stable environment*
- (d) An organization at maturity stage of product life cycle*

## MCQ 50

*Corporate culture refers to:*

- (a) Company's values and beliefs*
- (b) Company's business principles*
- (c) Internal work environment*
- (d) All the above*

# MCQ 51

*A corporation organized in network structure is often called*

- (a) Virtual organization*
- (b) Hierarchical organization*
- (c) Structured organization*
- (d) Simple organization*

## MCQ 52

*What is the second phase of Matrix structure proposed by Davis and Lawrence?*

- (a) Cross functional task forces*
- (b) Product/brand management*
- (c) Cross fertilized projects*
- (d) Mature matrix*

## MCQ 53

*When there is impact of strategy implementation on strategy formulation it can be referred as?*

- (a) Backward Linkages*
- (b) Forward Linkages*
- (c) Vertical Linkages*
- (d) Horizontal Linkages*

# MCQ 54

*Good strategy execution involves creating strong “fits” between \_\_\_\_\_.*

- a) Strategy and Organizational Capabilities*
- b) Strategy and the Reward Structure*
- c) Strategy and Internal Operating Systems*
- d) All of these*

## MCQ 55

\_\_\_\_\_ stage is diagnostic phase of strategic management process?

- a) *Strategy Implementation*
- b) *Environmental and Organizational Analysis*
- c) *Strategic Evolution and Control*
- d) *Formulating strategy*

## MCQ 56

\_\_\_\_\_ *violates principle of unity of command.*

- a) *Network structure*
- b) *Hourglass Structure*
- c) *Simple Structure*
- d) *Matrix Structure*

## MCQ 57

*Which of the following is relevant to multi- product, multi- business enterprise?*

- a) Strategic business unit*
- b) Divisional Structure*
- c) Functional Structure*
- d) M- Form Structure*

## MCQ 58

*Which of the following consists of a chief executive officer or a managing director and supported by corporate staff with manager of production, financial, accounting department?*

- a) Functional Structure*
- b) Hourglass Structure*
- c) Simple Structure*
- d) Matrix Structure*

## MCQ 59

*Which of the following are not advantage of matrix structure?*

- a) Project objectives are clear*
- b) Shutting down a project is accomplished relatively easily*
- c) Workers can see the visible results of their work*
- d) Its inexpensive structure*

# MCQ 60

\_\_\_\_\_ *dictates how resources will be allocated to achieve strategic objective.*

- a) *Controls*
- b) *Organisation Structure*
- c) *System*
- d) *Process*

# MCQ 61

*Which leadership offers excitement, vision, intellectual stimulation and personal satisfaction?*

*a) Transformational*

*b) Transactional*

*c) Both (a) and (b)*

*d) None of these*

## MCQ 62

*Changing a \_\_\_\_\_ is very difficult because of the heavy anchor of deeply held values and habits people cling emotionally to the old and familiar.*

- a) Problem Culture*
- b) Strategic Control*
- c) Strategy Supportive Culture*
- d) None of these*

## MCQ 63

*Corporate culture is \_\_\_\_\_ to strategy execution?*

- a) Ally*
- b) Obstacle*
- c) None of the above*
- d) Either (a) or (b) depending upon whether its strategy supportive or not*

# MCQ 64

*Which of the following is a role played by strategic leader?*

- a) Promoting Esprit de corps culture*
- b) Monitoring progress of strategy implementation*
- c) Ferreting out issues*
- d) All the above*

## MCQ 65

*In which of the following aspect, a company's culture is not manifested?*

- a) Employees' attitudes and behaviour*
- b) Peer pressures that exist*
- c) Traditions the organization maintains*
- d) Vendor's strategies*

## MCQ 66

\_\_\_\_\_ sets the firm's direction by developing and communicating a vision of future and inspire organization members to move in that direction.

- a) *Strategic leadership*
- b) *Managerial leadership*
- c) *Operational leadership*
- d) *None of these*

# MCQ 67

*An organisation dies slowly when operational management is \_\_\_\_\_ and strategic formulation is \_\_\_\_\_.*

- a) Inefficient, Ineffective*
- b) Inefficient, Effective*
- c) Efficient, Ineffective*
- d) Efficient, Effective*

## MCQ 68

*Which of the following is an action stage that requires implementation of changed strategy?*

- a) Institutionalize the change*
- b) Create a shared vision to manage change*
- c) Recognize need for change*
- d) None of these*

## MCQ 69

*Which of the following involves internal changing of the individual's thought processes in order to adjust to a new environment?*

- a) Compliance*
- b) Identification*
- c) Internalization*
- d) None of these*

# MCQ 70

*An organisation \_\_\_\_\_, when operational management is inefficient and strategic formulation is effective.*

- a) Thrive*
- b) Die Quickly*
- c) Die Slowly*
- d) Survive*

ANSWER KEY							
SR.NO	ANSWER	SR.NO	ANSWER	SR.NO	ANSWER	SR.NO	ANSWER
1	B	21	A	41	B	61	A
2	C	22	D	42	A	62	A
3	B	23	B	43	A	63	D
4	D	24	C	44	C	64	D
5	C	25	D	45	B	65	D
6	A	26	A	46	D	66	A
7	C	27	C	47	A	67	C
8	A	28	A	48	B	68	A
9	D	29	A	49	A	69	C
10	C	30	D	50	D	70	D
11	C	31	B	51	A		
12	A	32	B	52	B		
13	C	33	D	53	A		
14	A	34	A	54	D		
15	B	35	C	55	B		
16	A	36	D	56	D		
17	B	37	D	57	A		
18	C	38	D	58	A		
19	A	39	A	59	D		
20	D	40	A	60	B		

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# SM CASE SCENARIO MCQ'S

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# CASE SCENARIO 1

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Connect Private Limited, a Mumbai based company is launching a smartphone, under the brand name of Poppy. The company recognizes plethora of options that customers have from Chinese manufacturers flooding the smartphone landscape. With recent COVID-19 pandemic hurting the global sentiment towards Chinese products, the company plans to play on the patriotic card and advertise Poppy as the “Desi” smartphone of India.

Strategic Arm of the company undertook an industry analysis and reported, that, budget phone segment was overtaken by the Chinese brands completely, however, the low segment of smartphones was still open for exploration. Thus, the company planned to enter the market with two models, Poppy A and Poppy B, priced at ₹ 4,499 and ₹ 5,499.

The company is also aware that their product can easily be imitated at same costing as well as pricing, and thus the very essence of their product can be lost. A team of marketing professionals was hired to tackle this issue. The solution they suggested was to take the first mover advantage by spending huge sums in advertising and promotion. Based on sound consciousness of the competition from huge money backed international players, the company decided to manufacture smartphone covers and accessories with the same “desi” tag, along with Poppy Smartphones. This shall help them mitigate the risk of being completely thrown out of business. Consequently, they invested a fairly good amount in manufacturing of these accessories.

The investors made it an objective for the team to reach an annual sales volume of 15,000 handsets and 70,000 pieces of accessories. The accessories sales surpassed the expectations by a fairly good margin.

However, Poppy A and Poppy B did not receive the much anticipated response and the leadership decided to reduce the scope and focus purely on accessories business going forward.

With a new focus on accessories production, the “Desi” tag will still play an important part in the success. However, they need to ensure creation of strong barriers to entry for other domestic players, and for that, they have plans to augment the production to enormous levels. This shall reduce their unit cost, thus, enable volume driven cost leadership.

1.1 Connect Private Limited, 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. Understanding 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)

1.2 Annual sales volume as an objective by the investors was crucial to establish the company in the market. In which stage of strategic management are such annual objectives especially important?

- a) Formulation
- b) Control
- c) Evaluation
- d) Implementation

1.3 Following the sales numbers reported at the end of year, the leadership took a serious strategic stand point to move forward and shift to a new core business which was more profitable. Under which of the following category of business strategy can this decision be categorized?

- a) Retrenchment strategy
- b) Strategic alliance
- c) Diversification strategy
- d) Market development

1.4 After getting results from the market, accessories business of the company can be classified under which category of BCG's growth share matrix?

- a) Star
- b) Question mark
- c) Cash cow
- d) Dog

1.5 The phase two of shifting the business focus to peripheral accessories production, Connect Private Limited has planned setting up entries to barrier for its potential competitors. Which of the following barrier have they planned to implement?

- a) Capital requirement
- b) Product differentiation
- c) Access to distribution channels
- d) Economies of scale

## Answer Key

Question No.	Answer
1.1	(b) Correct Sequence is (III), (I), (II), (IV)
1.2	(d) Implementation is an operations-oriented activity aimed at shaping the performance of the core businesses of a company. Thus, short term and long term objectives are majorly crucial part of Implementation Phase.
1.3	(a) Retrenchment strategy, is where the organisation reduces the scope of activity to focus on more profitable/suitable businesses.
1.4	(c) Cash cow is the correct answer, as accessories business has low market growth rate but a greater market share. Also, the investment required is low, but it generates cash for the company.
1.5	(d) Economies of scale, as they plan to reduce their per unit cost of production.

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# CASE SCENARIO 2

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KingLike WLL, is a construction company based in Dubai, which specializes in residential complexes. It has developed a new concept for the market, Private Vila cum Apartments called "Vilartment." These spaces are designed to suit the increasing demand of married couples wanting to stay with their parents, thus offering more space in a single residential unit.

The company has huge land purchasing power which gives them a competitive advantage over its rivals. Also, the designs are developed by the best in class Italian designers and the same have been patented. Thus, it is very tough to replicate KingLike's properties.

This project is positioned as a separate business unit to capture maximum potential of the management. Personnel at different levels have been employed to look after the respective functions of the unit. It is estimated that around 15,000 Vilartments will be constructed within next three years, and, 50% of the total units shall be ready to move into with immediate effect once the construction is completed.

The marketing team has roped in major Bollywood and Hollywood celebrities to perform at the foundation stone ceremony of the Vilartment, scheduled next month. The ceremony will be covered by major global media houses and channels via print and social media, thus, attracting potential buyers from all over the world.

With everything planned and efficient teams ready to execute, the management is confident of the project's success. The Vilartment shall position KingLike WLL as a leading real estate company in the global market.

2.1 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

2.2 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 areas where core competency is identified?

- a) Customer value
- b) Application of competencies
- c) Market development
- d) Competitor differentiation

2.3 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

2.4 \_\_\_\_\_ is the answer to 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

2.5 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 Key

Question No.	Answer
2.1	(b) Product development, Vilartment is a newproduct in the existing market
2.2	(c) Market development is not an area where corecompetency is identified
2.3	(c) Divisional managers and staff are a part ofbusiness level of an organization
2.4	(b) Mission statement
2.5	(a) It is a combination of two or more independentbusinesses.

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# CASE SCENARIO 3

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3. Hareeyali Pvt. Ltd. is a company working towards making corporate spaces greener with their innovative infrastructural designs and products. The company is newly found and has six founders. It works with a team of just four people in middle management and around fifty plus on ground, working at various roles like client relationship management and delivery management.

The industry is fairly new but already dominated by GreenZone Pvt. Ltd., which produces around 800 designs for its fifty clients. GreenZone has a facility that produces the designed structures at a massive scale of 3000 pieces per day. It has been the sole player for a few years but as the corporates plan to go green, the industry is expecting a rise.

Hareeyali has begun decent operations but is struggling for a production facility. A proper strategy to build around the gaps and new areas of the industry shall take its business to another level. The founders' have mission of reaching every single corporate in India. They plan to spread in three phases. The first phase is to tap Delhi NCR and Mumbai. Strategy team understands one important thing about these cities that, the working class needs something they can personalize. Hence, the company decided to go for company focused designing that shall give them an advantage over the standardized products from its rivals.

Hareeyali has also introduced Green Card Points System, wherein the employees who chose to use their products earn points and can further spend them to buy herbal and organic products from leading online platforms.

The company has been doing good business since last year and plans to expand via online as and offline modes.

3.1 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 barrier to entry used by GreenZone?

- a) Product differentiation
- b) Switching costs
- c) Economies of scale
- d) Brand identity

3.2 Hareeyali's Green points system falls under which strategic marketing technique?

- a) Service marketing
- b) Person marketing
- c) Direct marketing
- d) Augmented marketing

3.3 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 less opportunities to grow. Based on that, which if the following is the organizational structure of Hareeyali?

- a) Network structure
- b) Matrix structure
- c) Divisional structure
- d) Hourglass structure

3.4 Intensity of rivalry determines 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

3.5 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
- d) The vision to reach every corporate entity

## Answer Key

Question No.	Answer
3.1	(c) Economies of scale by producing massive numberof items from its production facility.
3.2	(d) Augmented marketing.
3.3	(d) Hourglass structure.
3.4	(a) Variable costs of business are not the determinant if Intensity of Rivalry, rather fixed costs are, wherein the company can drop prices byincreasing capacity.
3.5	(d) The vision to reach every corporate entity

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# CASE SCENARIO 4

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4. LUXHEAL is a new age healthcare equipment designing and manufacturing company, with its founders being top Indian medical academicians. The company has been backed by a Pune based venture capital firm, that has invested approximately 115 crores as capital requirement fund.

The company has recently developed an automated mind mapped wheelchair called WHEELIX, which has been awarded at various forums around the world and even won the Industry Differentiator Award at an international conclave.

Dr. Budhiraja, was appointed as the CEO last year, when the company was unable to make a mark for itself in the industry. Under his leadership, the company turned around to be a leader in innovation. He has been instrumental in bringing about a culture of oneness and inspiration amongst the employees. Recently, he introduced a company-wide competition for the best innovation.

One of the key highlights of the company's strategies has been, that they use very advanced benchmarking processes. However, in eagerness to hit the markets and showcase their product range to the world, the company missed on implementing the inferences and conclusions.

WHEELIX, on the other hand would make them a niche player in the market for elderly rich. The company has already been approached by WeGO, the world leader in wheelchair production, to let them use its branding and facilities for a share in profit. The Board is willing to accept the offer.

However, WeGO is stuck in a legal litigation with its distribution channel partners and thus, LUXHEAL will have to work immensely of stacking its own channels.

With the increasing number of elderly rich and the ever increasing demand for luxury medical equipment, LUXHEAL has a clear winningpath in its vision and just needs to focus on implementing its ideas.

4.1 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

4.2 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

4.3 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

4.4 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

4.5 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

## Answer Key

Question No.	Answer
4.1	(c) This is LUXHEAL's vision and a vision should be creatively defined to prepare the organisation for the future. Hence, defining rigidly is not essential for drafting the vision.
4.2	(d) Transformational style, he inspires people and has been instrumental in the early stages of the company during its turbulent times.
4.3	(b) Focused differentiation, as it aims to fulfill the demands of a narrow market with its differentiated product.
4.4	(c) Rest all are amply covered for LUXHEAL except access to distribution channels.
4.5	(d) Question Mark

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# CASE SCENARIO 5

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5. Strong Girls Private Limited, is an all female led early stage health drink company, operating out of Bangalore. The company is aware of the two important things with respect to their business; first, the youth is really conscious about health, and second, there are plethora of options available in the market to cater their demands.

With these pointers in mind, they launched their flagship product, Avajoice, a health drink made with Amla, Papaya, Aloe Vera and Neem, targeted at increasing immunity of young teenage girls. The unique selling proposition has been to make these drinks taste good with added organic flavours. To achieve advantage in market segment the production process has been standardised. The benefit has reflected in improved margins and better negotiating power. This product has been identified by the strategy team, as a Star, as per BCGs growth matrix, for its rapid growth and immense fund needs.

The marketing team has been one of the most influential in mapping the success of Avajoice. The existing health drink companies have had a very low customer loyalty and retention ratio. The company had to work to win over this shortcoming. For this, they have setup collaborations with major schools of Karnataka as well as got into an agreement with the State Government of Karnataka to provide Avajoice to girls of government schools at subsidised rate at just one rupee each.

This has been instrumental in bringing about free publicity from local as well as national media. With media coverage, the company very smartly placed the tagline, 'We Offer Tasty Health for our Teens,' and this was further pushed as a trend on social media to spread awareness of brand.

Effectively, the company has been able to position itself in the niche market domain and has been making really good margins.

5.1 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

5.2 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 scenarios for itself?

- a) Differentiation
- b) Focused differentiation
- c) Cost leadership
- d) Focused cost leadership

5.3 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

5.4 Avajoice can be identified as a Star as per BCG's Growth Matrix, basis the rapid growth it has shown and the enormous funds it demanded to maintain 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

5.5 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

## Answer Key

Question No.	Answer
5.1	(b) Mission, as per Peter Drucker, when we have to answer, what business are we in, the answer should be marketing oriented and should cater to external perspective, and that forms part of mission statement.
5.2	(d) Focused cost leadership, as standardisation ensures low cost of production thus making the business more profitable and award more negotiation power to the producer/seller, and the market for Avajoice is niche, this focused cost leadership.
5.3	(c) Market development, as Avajoice is an existing product that are targeted to be sold in a new market of young girls.
5.4	(d) Cash cow, as per BCG's growth matrix, a star turns into a cash cow when the growth slows down.
5.5	(a) Social

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# CASE SCENARIO 6

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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 70:30 investments in R&D over the period of 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 would 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.

6.1 Dezyner Pvt. Ltd. and MidoriTech's deal falls under which type of Expansion Strategy?

- a) Conglomerate merger
- b) Concentric diversification
- c) Horizontal merger
- d) Strategic alliance

6.2 Mr. B. K. Suman shall work as general manager to the R&D centre for the two companies. At which strategic level will he working as a General Manager?

- a) Corporate level
- b) Corporate and business level
- c) Functional and business level
- d) Functional level

6.3 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

6.4 Robotics, E-Commerce, Energy and Others, are separate units of MidoriTech, that have been devised for easy 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

## Answer Key

Question No.	Answer
6.1	(d) Strategic alliance is the right answer, as the companies would maintain independent status and they plan to benefit from each other what they could not get in isolated operations
6.2	(b) General Managers deliver their responsibilities at both corporate and business levels, however, their responsibilities depend on size of organisation
6.3	(d) Economies of scale - By planning to augment production to enormous levels, Connect Innovations aims to benefit from economies of scale. This allows them to reduce the unit cost of production as the volume increases, making it difficult for potential competitors to match their cost structure. This acts as a barrier to entry, creating a competitive advantage based on cost efficiency.
6.4	(b) The four segments of MidoriTEch works as SBUs. Customer preference is not a characteristic of division as the matter is based on internal strategic decisions and does not relate to customer influence.

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# CASE SCENARIO 7

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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 nation-wide 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 setup 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.

7.1 Which of the following type of strategic control did the owners and leadership of Sukh pvt. ltd. 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

7.2 'Vocal for Local' is a market sentiment that changed customer's preferences for majority of products of all industries. Basis that, Sukh pvt. Ltd. gauged the competition it might face in coming months and provisioned to change its own product. Which of the following force, 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

7.3 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 strategy has Sukh pvt. Ltd. opted for?

- a) Turnaround strategy
- b) Divestment strategy
- c) Liquidation strategy
- d) Intensification strategy

7.4 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

7.5 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

## Answer Key

Question No.	Answer
7.1	(d) Strategic surveillance is the right answer, as this type of control is unfocussed and involves casual industry environment browsing. The conclaves attendance and magazine reviews are a part of strategic surveillance
7.2	(c) Threat of substitutes is the most relevant for Sukh pvt. ltd., as they were dealing in Italian crockery and the same is hit by locally produced earthen utensil, thus a substitute of their product
7.3	(b) Divestment strategy, as a major part of business and SBU is sold off in divestment. Here Facile was sold off to fund the new business
7.4	(c) Partnership with local producers of earthen utensils
7.5	(b) Outsourcing

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# CASE SCENARIO 8

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8. 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 long-term 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 long-term 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 long-term 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.

8.1 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.

8.2 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.

8.3 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.

8.4 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 organization's vision into tangible outcomes and aligns with their long-term objective.
- d) It diversifies their portfolio and aligns with competitive landscape analysis.

8.5 The case talks about scrutiny of every facet of the healthcare journey and also 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 real-time objectives
- c) Functional Managers who actually do the work on the field
- d) Board of Directors who are responsible for wealth creation of the shareholders

## Answer Key

<b>Question No.</b>	<b>Answer</b>
8.1	(b) It safeguards quality and aligns with strategic risk assessment.
8.2	(b) By introducing value-added services like telemedicine and wellness programs.
8.3	(c) It ensures a comprehensive alignment of strategy, structure, systems, shared values, skills, style, and staff.
8.4	(c) It translates the organization's vision into tangible outcomes and aligns with their long-term objective.
8.5	(b) Middle Management (Divisional Managers) who have the responsibility of translating strategy to real-time objectives

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# CASE SCENARIO 9

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9. 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.

9.1 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

9.2 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

### 9.3 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

9.4 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

9.5 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 Key

Question No.	Answer
9.1	(a) Product innovation and design
9.2	(b) Branded software and switching costs
9.3	(c) Inconsistent quality and service
9.4	(b) Business level strategy
9.5	(c) Partnering with established dealerships

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# CASE SCENARIO 10

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10. 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 word of 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 Delight's 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 pocket-friendly 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.

10.1 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

10.2 What stakeholder group did Café Delight engage through targeted marketing campaigns and community involvement initiatives?

- a) High-power, high-interest stakeholders
- b) Low-power, low-interest stakeholders
- c) Low-power, high-interest stakeholders
- d) High-power, low-interest stakeholders

10.3 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

10.4 At which level of strategic management does Café Delight's transition from a pocket-friendly pricing model to a skimming strategy fit?

- a) Corporate level
- b) Business level
- c) Functional level
- d) Operational level

10.5 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 Key

Question No.	Answer
10.1	(b) Growth Stage
10.2	(c) Low-power, high-interest stakeholders
10.3	(b) Leveraging customer loyalty and word-of-mouth publicity
10.4	(b) Business level
10.5	(b) Focused differentiation strategy

**THANK YOU**