



**Maharashtra Education Society's
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2025-26
Semester: III**



Course Code: GM 12

Course Name: Strategic Management

Time: 2 hours 30 mins

Total Marks: 50

Instructions:

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- i. All questions are compulsory.**
 - ii. Draw suitable diagrams wherever necessary.**
 - iii. Make suitable assumptions while solving the cases.**
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Question No. 1: Café Aroma, a coffee chain, wants to expand in Tier-2 cities. Some managers see strategy as a long-term plan, while others focus on daily promotions (ploy). The CEO believes brand pattern and market positioning are equally important.

Question: Apply Mintzberg's 5 Ps to Café Aroma's situation. How can each perspective guide its expansion strategy? **[10 Marks]**

Question No. 2: A mid-sized retail company wants to expand into e-commerce. Draft a new mission and vision statement for the company, and explain how these statements will guide its strategic decisions.

[10 Marks]

Question No. 3: Solve any Two of below (15 marks each)

[30 Marks]

a) Reliance Jio entered the Indian telecom market in 2016, offering free voice calls and low-cost high-speed data. This aggressive pricing, coupled with massive infrastructure investment, forced established players like Airtel and Vodafone to slash prices and rethink their strategies. Jio quickly became the largest telecom operator, driving a digital revolution across India and changing consumer behavior. However, the company faced challenges in sustaining profitability and managing regulatory pressures as the market consolidated.

Question: Using Porter's Five Forces and SWOT analysis, evaluate Jio's competitive position and recommend strategic actions for sustaining its market leadership.

b) ZyraTech Pvt. Ltd. is a mid-sized Indian technology firm that initially focused on selling affordable laptops to college students. Over time, it realized that its customer base was expanding. Professionals began using its devices for remote work, and educational institutions started bulk-buying laptops for online learning.

In response to market changes, ZyraTech introduced tablets and cloud-based educational software. Recently, the company started exploring opportunities in AI-driven learning tools and e-learning platforms, targeting not just students, but also working professionals seeking skill upgradation.

The management now faces a crucial question: How should ZyraTech define its business in terms of its customers, customer needs, and technology?

Question:

Using Abell's Three-Dimensional Model of Business Definition, analyze ZyraTech's business in terms of:

1. Customer Groups – Who are the different categories of customers ZyraTech serves?
2. Customer Functions – What needs or problems of customers is the company addressing?
3. Technology – What technologies does ZyraTech use to meet these needs?

Finally, suggest how ZyraTech can strategically redefine its business scope to remain competitive in the evolving technology and education industry.

c) PepsiCo has products ranging from Pepsi (soft drink), Gatorade (sports drink), Tropicana (juice), Kurkure (snacks), and Quaker Oats. Some brands are highly profitable; others are growing slowly in saturated markets.

Question:

Prepare a **BCG Matrix** for PepsiCo. Identify Stars, Cash Cows, Question Marks, and Dogs. Suggest strategic actions for each category.