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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management (Batch 2023-25) |
| **Course Title: Strategic Management, (Course Code: 40704)**  **Improvement Examination, Term - IV (November, 2024)** | |
| **Time Duration: 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**Case/Situation-Based Questions**

**# Case/Situation: VRIO Framework**

C21 Electronics, a mid-sized consumer electronics company, is struggling to maintain its competitive edge in a rapidly evolving market. The company has unique technological patents, a highly skilled R&D team, a well-established brand in local markets, and a strong distribution network. However, it faces challenges in leveraging these strengths against larger global competitors with greater resources and market reach.

**Q1.** Using the VRIO Framework, analyze C21 Electronics' internal resources and capabilities to determine which can serve as a source of sustained competitive advantage. Provide your evaluation and suggest how the company can leverage its strengths strategically. **(10 Marks)**

**# Case/Situation: Porter’s Generic Competitive Strategies**

Nova Apparel, a mid-tier clothing brand, operates in a highly competitive market dominated by both low-cost retailers and premium fashion labels. To stay relevant, the company is considering adopting one of Porter’s Generic Strategies. Nova’s management must decide which strategy will best align with their resources, market position, and customer expectations while ensuring profitability and growth.

**Q2.** Which of Porter’s Generic Strategies would you recommend for Nova Apparel, and how should the company implement it to gain a competitive advantage in the crowded fashion market? **(10 Marks)**

**# Case/Situation: Balanced Scorecard**

Jai Indore Tech Ltd., a mid-sized technology firm, has strong financial results but faces declining customer satisfaction, a 20% increase in employee turnover, and innovation challenges, with only 5% of revenue coming from new products (industry benchmark: 15%). The CEO wants to adopt a Balanced Scorecard to realign the company's strategy and operations.

**Q3.** How would you design a Balanced Scorecard for Jai Indore Tech Ltd. to address its current challenges and ensure strategic alignment across financial, customer, internal process, and innovation & learning perspectives? **(10 Marks)**

**# Case/Situation: Growth Strategies**

Alpha Foods, a regional organic snack company, has experienced steady growth in its home market but now faces saturation. The company is considering strategic growth options to scale operations and enter new markets. Leadership is evaluating strategies such as expanding product lines, entering international markets, or forming strategic alliances. Each option has varying risks, resource requirements, and potential impacts on the company’s brand identity.  
**Q4.** As a strategic advisor, what growth strategy would you recommend for Alpha Foods, considering the concepts of scaling and market entry, and how would you justify your choice in terms of risk, feasibility, and alignment with the company’s growth option? **(10 Marks)**