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Sarthak Aggarwal  
CA Inter May-23

**AIR 19**



Aman Mahajan  
CA Inter Dec-21

**AIR 33**



Sundar B  
CA Inter Dec-21

**AIR 49**



Ria Gupta  
CA Inter May-22

# What Our Students have to Say....

## **Aman Mahajan (CA AIR 19)**

I really liked your classes, especially the practical linkages explained with amazing graphics. The full subject test series helped a lot in improving my writing speed and presentation skills.

## **Sundar Sri Renganathan B (AIR 33)**

I took Accounting from IndigoLearn and the classes were really good. They emphasized on conceptual clarity over getting things done quickly, which is really vital to score good marks in practical papers. Other resources like Notes, Quizzes and Forum was beneficial too.

## **Dwarakesh**

Thank you IndigoLearn team for the guidance and support throughout the past few months. I had great conceptual clarity in all the subjects and the revision classes by Suraj Sir were very helpful. Study planner and Free resources were very useful. Thank you Team IndigoLearn.

## **Yug Manoj Kumar Bhattad**

I have cleared my CA Foundation examination with the total of 286. And this was not possible without the efforts and support of IndigoLearn. The way of teaching with utmost conceptual clarity is the best thing at IndigoLearn.

## **Prakash Bhatt**

Superb, one stop solution for All CA and Accountancy students they serve real Education at very very reasonable price

## **Naveen Kumar S**

Good experience, unlimited views helped a lot in last one month preparation. Looking forward for

## **Bhagyasree Chougule**

It was only because of IndigoLearn that my concepts became very clear, and I was able to crack the exam. I wasn't 100% prepared I needed more practice but luckily I got through. I'm definitely choosing IndigoLearn for group 2 preparation. A big thanks!

## **Mohd Thayyab**

Theoretical subjects made easier through story based examples and charts. Concept clarity 100%. Fully exam+practical oriented classes will help not only to retain the concepts during exams but for the longer duration.

## **Lalit Chetan Sanpal**

IndigoLearn has been fantastic and brilliant. Helped me a lot in my preparations. I cleared both the groups in first attempt with your brilliant classes and notes. Thanks to all the faculties, coordinators, forum admins and everyone at IndigoLearn. Really grateful. Will go for CA Finals at IndigoLearn For sure. Thank you so much IndigoLearn.



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## Abishek M

I'd like to thank IndigoLearn for all the support they've provided me with. Modules were great. They were time saving and straight to the point. I extensively used the materials provided before exams, they were so helpful. Also I'd appreciate them for providing unlimited views as I kept looking into the maths modules till the end.

## Munnur Nandini Sree

Accounting classes I have taken from IndigoLearn. Now I feel that it's a great choice that I have made (after seeing my result ) because only in Accounting I got exemption. Thank you IndigoLearn.

## Harshita G

Thank u so much IndigoLearn for your guidance. This is only possible because of u people.... For my finals also my journey will continue with IndigoLearn.

## Bharathsha PS

I purchased Economics, IT, FM, EIS and Audit from IndigoLearn. All your classes are superb and anyone can easily crack the CA exams. What makes u special is your classes help us to understand the concepts very well. Special thanks to the FM faculty, I studied only 2 chapters in economics, and still managed to score exemption in the 8th paper.

## Nayi Mihir kumar

This platform is very helpful in all activity like mcq practise, notes, teaching activities, revisions and the forum interaction with all students which I like the most. If anybody want to clear their exams in first attempt then IndigoLearn is the best platform for them. My all regards to IndigoLearn. Thank you so much.

## Rajalaxmi CA Inter

Can't believe I cleared. Sathya Sir, Suraj Sir, Yogita Mam ... thanks to all my faculties. Basically an Eng student with zero accounts knowledge. Thanks IndigoLearn for making me clear in first attempt.

## Priyanka Udeshi

All the faculties have excellent knowledge of the subject and deliver it in very crisp & effective manner. Also, quick response at Forums never let any of my doubts go unresolved no matter how small they were. Thank you once again to all the teachers & staff at IndigoLearn!

## Naveen Kumar T

It been a great journey with indigo learn team. Thanks to all the facilities and forum friends who support me a lot.

### CASE SCENARIO 1

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

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

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

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

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

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

Question: 1

Connect Innovations Pvt. Ltd, entered a saturated market of smartphones, after a due market study of understanding the competitive landscape, Put the below steps in correct sequence of understanding the competitive landscape.

- I. Understand the competitors
- II. Determining strengths and weaknesses of the competitors
- III. Identify the competitors
- IV. Put all information gathered together
  - a) (I), (III), (II), (IV)
  - b) **(III), (I), (II), (IV)**
  - c) (II), (III), (IV), (I)
  - d) (I),(III), (II), (IV)

**Feedback:** The correct sequence for understanding the competitive landscape is

to first identify the competitors (III), then understand the competitors (I) Determine their strengths and weaknesses (II), and finally put all of the information together (IV). This ensures a comprehensive understanding of the competitive environment.

Question: 2

In which stage of strategic management are annual sales volume objectives especially important in this case?

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

**Feedback:** Annual sales volume objectives are crucial during the implementation stage of strategic management. This is the phase where the company translates its formulated strategies into actions. Setting specific sales volume objectives provides a clear target to work towards and helps in evaluating the success of the implemented strategies.

Question: 3

The decision of Connect Innovations to shift to a new core business with a focus on more profitable ventures falls under which category of business strategy?

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

**Feedback:** A retrenchment strategy involves reducing the scope of business operations, often by divesting or reducing the focus on certain products or markets. In this case, Connect Innovations is reducing the scope of smartphone production and focusing on more profitable accessories. This aligns with the concept of a retrenchment strategy.

Question: 4

Considering the results from the market, which category of BCG's growth share matrix does the accessories business of Connect Innovations fall into?

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

**Feedback:** The accessories business of Connect Innovations, which has surpassed expectations, can be categorized as a cash cow in the BCG growth share matrix. Cash cows are products or business units with high market share in a low-growth market. They generate steady cash flows that can be used to support other parts of the business

Question : 5

In phase two of shifting the business focus to peripheral accessories production, Connect Innovations has planned to implement which barrier to discourage potential competitors?

- a) Capital requirement
- b) Product differentiation
- c) Access to distribution channels

**d) Economies of scale**

**Feedback:** 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

**CASE SCENARIO 2**

King Like WLL, a renowned Dubai-based construction company, has carved a niche for itself in the real estate market by specializing in residential complexes. It's now poised to introduce a groundbreaking concept called "Vilartment"-a unique blend of private villas and apartments tailored to meet the growing demand of married couples seeking to cohabit with their parents, offering spacious living within a single residential unit

The company's impressive competitive advantage lies in its substantial land purchasing power, setting it apart from its rivals. Furthermore, KingLike engages top-tier Italian designers, whose exceptional work is safeguarded by patents, making the replication of KingLike's properties a formidable challenge.

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

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

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

Question: 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

Question: 2

Core competency is built on multiple know-hows and is an integration of many resources. As per C.K. Prahalad and Gary Hamel. KingLike has expert teams and huge buying capacity. Which amongst the following is not an area where core competency is identified?

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

Question: 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

Question: 4

\_\_\_\_\_ is the answer to the basic question "what business we are and what we do" Many businesses fail to conceptualize this, and it requires clarity. The company, however, has clarity on the same. Fill in the blank with the correct option

- a) Vision
- b) Mission**
- c) Strategy
- d) Planning

Question: 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.

### CASE SCENARIO 3

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

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

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

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

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

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

Question:1

GreenZone has been the leader in the industry and has deployed some barriers to entry on new players wanting to tap into this new growing industry. Apparently, Hareeyali has been struggling on the very same front and thus, the barrier's magnitude increases. Which of the following is a barrier to entry used by GreenZone?

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

Question: 2

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

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

Question: 3

What demonstrates the strategic intent of Hareeyali's founders in their commitment to make their mark in every corporate entity across India?

- a) Setting specific financial goals
- b) Focusing on tailored designs for companies
- c) Formulating a strategic approach to address industry gaps
- d) The vision to reach every corporate entity**

Question: 4

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

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

Question:5

Intensity of rivalry determines the attractiveness and profitability of an Industry. The rivalry between the two companies is furious and the profitability shall be low because of all the below factors, except:

- a) Variable costs of business**
- b) Green Zone is currently the industry leader
- c) The industry's growth is slow
- d) Companies are planning product differentiation

#### **CASE SCENARIO 4**

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

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

Dr. Budhiraja assumed the role of CEO last year, steering the company from a



challenging position to a leadership position in innovation. His transformative leadership style fostered a culture of unity and inspiration among employees. Notably, he initiated a company-wide competition to encourage and recognize exceptional innovations

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

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

Nevertheless, WeGO is entangled in a legal dispute with its distribution partners, necessitating LUXHEAL to invest considerable effort into building its own distribution channels.

Given the rising population of affluent elderly individuals and the escalating demand for high-end medical equipment, LUXHEAL is well positioned to realize its visionary goals. The company's success hinges on effectively executing its innovative ideas.

Question: 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 organization is headed.
- b) It should create enthusiasm among members of the organization
- c) It should be rigidly defined to prepare the organization for the future.**
- d) This is a mission statement and not a vision statement

Question:2

Considering the need for LUXHEAL to build its own distribution channels due to WeGO's legal dispute, which category in the BCG matrix might be relevant for this effort?

- a) Star
- b) Dogs
- c) Cash Cows

**d) Question Mark**

Question: 3

Dr. Budhiraja has been instrumental in bringing about monumental changes in

the company's structure and working culture. He has been very approachable yet feared by employees at all levels. What kind of leadership style can his style be termed as?

- a) Transactional leadership style
- b) Autocratic leadership style
- c) Diplomatic leadership style
- d) Transformational leadership style**

Question: 4

The recent international recognition that the company has got for WHEELIX, has turned around its strategy all together. Which of the following Michael Porter's generic strategies should LUXHEAL follow?

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

Question: 5

Which of the following is a key entry barrier for LUXHEAL

- a) Brand identity
- b) Capital requirement
- c) Access to distribution channels**
- d) Product differentiation

### **CASE SCENARIO 5**

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

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

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

The marketing team has played a pivotal role in charting the success of Avajuice. Recognizing the historically low customer loyalty and retention rates in the health beverage industry, the company took proactive steps to address this challenge. They established collaborations with prominent schools in Karnataka and forged

an agreement with the State Government of Karnataka to offer Avajuice to girls in government schools at a highly subsidized rate of just one rupee each.

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

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

Question:1

As per Peter Drucker, it is important to have a meaningful answer to the question, 'what business are we in?'. Through Avajuice, 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

Question: 2

The processes have been standardized 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 favorable scenario for itself?

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

Question: 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 Avajuice?

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

Question: 4

Which factor from the PESTLE analysis played a crucial role in the company's



decision to focus exclusively on the health beverage market for teenage girls?

- a) **Social**
- b) Technological
- c) Economic
- d) Legal

Question:5

Avajoice can be identified as a Star as per BCG's Growth Matrix, based on the rapid growth it has shown and the enormous funds it demanded to maintain the market and fuel the growth potential. What would Avajoice turn into, as per the matrix, when its growth slows down?

- a) Dog
- b) Question mark
- c) Will remain a star
- d) **Cash cow**

### **CASE SCENARIO 6**

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

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

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

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

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

Question:1

Robotics, E-Commerce, Energy and Others, are separate units of MidoriTech, that have been devised for ease of control. Which of the following is not a characteristic that would have helped them identify and separate units for better strategic management?

- a) Distinct markets
- b) Customer's preference**
- c) Similar technologies
- d) Identical competitive advantage

Question: 2

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

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

Question: 3

The R&D centre at Bangalore will be a game changer for both the companies. Which of the following is not an approach for implementation that Mr. Suman can deploy?

- a) First firm to market new technology
- b) Innovative imitator of successful products
- c) Being a mediator in trading of new technology**
- d) Low-cost mass producer of tested products

Question: 4

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

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

Question:5

MidoriTech's division of its business segments into Robotics, E-Commerce, Energy, and Others aligns with which element of the 7S McKinsey model?

- a) Strategy
- b) Structure**
- c) Systems
- d) Style

### **CASE SCENARIO 7**

Sukh Pvt. Ltd. has been importing Italian crockery under the brand name of

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

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

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

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

Question: 1

Which of the following best represents an opportunity for Sukh Pvt. Ltd. in the current scenario?

- a) Increasing competition from local producers
- b) Growing sentiment for imported goods
- c) Partnership with local producers of earthen utensils**
- d) Decline in customer sentiment towards 'Vocal for Local'

Question: 2

Which of the following types 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

Question: 3

'Vocal for Local' is a market sentiment that changed customer's preferences for



the majority of products of all industries. Based on that, Sukh Pvt. Ltd. gauged the competition it might face in the coming months and agreed to change its own product. Which of the following forces, as per Michael Porter's five forces of competitive analysis, is most relevant in this case?

- a) Threat of new entrants
- b) Nature of rivalry in the industry
- c) Threat of substitutes**
- d) Bargaining power of the buyer

Question: 4

Which of the following aspects of value chain analysis was the most challenging for Sukh Pvt. Ltd. at the time of selling Facile brand crockery?

- a) Manufacturing
- b) Outsourcing**
- c) Customer service
- d) Procurement

Question:5

To strategically revamp their business, partnerships were done with Indian local producers from seven states and to fund it, the existing arm of business was to be sold off. Which of the following strategies has Sukh Pvt. Ltd, opted for?

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

### **CASE SCENARIO 8**

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

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

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

Secondly, they outsourced logistics to MaalGaadi, a rural supply chain management company. This decision helped E-Bandhu reduce asset

procurement costs and corresponding debt, thus strengthening their position in the market

Thirdly, they introduced a new service-based product, ChaaraVidya, in their application. ChaaraVidya aims to educate farmers about the latest sustainable farming practices being implemented around the world. This addition could potentially be a game changer for E-Bandhu in the agro startup circle, further enhancing their core competency in promoting sustainable farming practices and technology adoption.

The team is enthusiastic about the strategic changes brought in by Dr. Mitesh and anticipates a more sustainable future for their idea.

Question: 1

Switching from direct selling to marketing through wholesalers and retailers was a strategic decision taken by the management. Such decisions help an organization to be more of which of the following?

- a) Authoritative
- b) Futuristic
- c) Proactive**
- d) Regularized

Question: 2

ChaaraVidya was brought into the market to increase farmer awareness of soil quality and the latest sustainable farm practices from around the world. What kind of growth strategy will it fall under?

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

Question: 3

One of the most strategically advantageous decisions for E-Bandhu was to get into a contract with MaalGaadi. Which of the following could not be an advantage for E-Bandhu from this alliance?

- a) Cost savings
- b) Reduced delivery time
- c) Improved customer satisfaction
- d) Increased inventory of products**

Question: 4

How does E-Bandhu utilize Michael Porter's Five Forces model in its strategic decision-making process?

- a) By focusing on industry rivalry and competitive pricing
- b) By analyzing the bargaining power of suppliers and buyers**
- c) By assessing the threat of new entrants and substitutes

- d) All of the above

Question: 5

What are the core objectives of E-Bandhu, as mentioned in the case study?

- a) **Sustainable farming awareness and seasonal availability of agricultural inputs**
- b) Technology-driven solutions and competitive pricing
- c) Onboarding wholesalers and retailers into the system
- d) All of the above

### **CASE SCENARIO 9**

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

LactoQalci introduced a new product for its existing customers, a range of sugar-free milkshakes. The company initiated an advertisement campaign with the tag line "Now enjoy the goodness of LactoQalci in sugar-free milkshakes". It is anticipated to become the most selling product of the company

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

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

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

Question: 1

Introducing Sugar-Free milkshakes by LactoQalci, falls under which Product-Market strategy as given by Ansoff?

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

Question: 2



Which of the Michael Porter's Generic Strategies was adopted by LactoQalci to gain competitive advantage?

- a) Cost leadership strategy
- b) Differentiation strategy**
- c) Focussed cost leadership strategy
- d) Focussed differentiation strategy

Question: 3

Which strategic intent is expressed in the statement "Ensuring Health for Everyone" by LactoQalci?

- a) Vision**
- b) Mission
- c) Goals and Objectives
- d) Business definition

Question: 4

What kind of leadership did Mr. Rohatgi portray to pull out LactoQalci from the sudden disruption?

- a) Transactional leadership
- b) Transformational leadership**
- c) Transparent leadership
- d) Translational leadership

Question: 5

LactoQalci's introduction of a new product, sugar-free milkshakes, aligns with which element of the 7S McKinsey Framework?

- a) Skills
- b) Staff
- c) Strategy**
- d) Style

### **CASE SCENARIO 10**

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

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

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

Early on, the management observed that the businesses of big data analytics and 3D printing had distinct markets. So, they split the company into different business units to independently identify their performance. Separation into business units helped in simplifying the control-related problems too. Whereas the challenge to increase the company's market share was successfully met by introducing ingenious 3D printers with easily refillable cartridges. The new product was supported by an aggressive online advertising campaign. The customers pleased by the products helped reach the desired sales targets in no time.

Having shown a never giving up attitude coupled with wise leadership skills, the business of Code Consulting sustained a turbulent patch and placed itself as a renowned brand in the Indian IT

Question:1

Applying BCG matrix, identify the correct investment category for the new "3D printing" business of Code Consulting, at the time of merger?

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

Question: 2

Which strategy has been adopted by Code Consulting to overcome the difficulties of low-market share for its "3D printing" business?

- a) Dynamic strategy
- b) Adaptive strategy
- c) Intended strategy**
- d) Sound strategy

Question: 3

Mark the correct growth and expansion strategy employed by Code Consulting in merging with the startup named "CreatyVT"?

- a) Horizontal merger
- b) Vertical merger
- c) Co-generic merger**
- d) Conglomerate merger

Question: 4

What has been the rationale behind Code Consulting's management for treating big data business and 3D printing business amenable to separate strategic treatment?

- a) **The businesses were unrelated**
- b) The businesses were unmanageable
- c) The businesses were related
- d) The businesses were identical

Question: 5

Which type of strategic control was adopted by Code Consulting when a new legal regulation proposed that women workers shall have the option to work from home?

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

### **CASE SCENARIO 11**

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

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

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

Question: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

Question: 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

Question: 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

Question: 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) If translates the organizations vision into tangible outcomes and aligns with their long-term objective.**
- d) It diversifies their portfolio and aligns with competitive landscape analysis.

Question:5

The case talks about scrutiny of every facet of the healthcare journey and emphasizes the fact that people of the organization play a pivotal role in this journey. Based on your reading, which level of management has the most crucial part to play here to ensure the sense of customer-first is imbibed in the organization?

- a) Top Management (C-Suite) which sets the tone and strategy of the organization.
- b) Middle Management (Divisional Managers) who have the responsibility of translating strategy to real-time objectives.**
- c) Functional Managers who actually do the work in the field.
- d) Board of Directors who are responsible for wealth creation of the shareholders

### **CASE SCENARIO 12**

In the fiercely competitive automotive industry, Zing, a promising newcomer, set out on a strategic journey with ambitions of making a substantial impact. Recognizing the significance of a robust distribution network early on, Zing forged partnerships with established dealerships, offering them attractive margins. This strategic move significantly enhanced Zing's reach, with a presence in 80% of the nation's dealerships by 2022, expanding its coverage significantly. To differentiate themselves from competitors, Zing adopted two key strategies. Firstly, they prioritized product design, investing heavily in aesthetics and incorporating innovative features and environmentally friendly technologies. This focus on design led to their vehicles receiving excellent reviews and achieving an impressive 15% year-on-year growth in sales.

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

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

Despite their best efforts, Zing's differentiation strategy fell short due to issues

with inconsistent quality and service. Negative word-of-mouth and declining customer satisfaction scores tarnished their brand image, leading to stagnating sales. This failure to deliver on their brand promise proved to be a significant setback.

As Zing's reputation suffered from execution failures, securing additional funds for international expansion became challenging. Consequently, they made the difficult decision to postpone their global ambitions for the next five years, focusing instead on stabilizing their finances and rebuilding their brand image.

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

Question: 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

Question: 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

Question: 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

Question: 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

Question: 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

### **CASE SCENARIO 13**

Cafe 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 cafe 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 Cafe 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 Cafe Delight effectively leveraged social media and adapted its pricing strategy to compete with global brands while maintaining a healthy profit margin.

In 2005, Cafe 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, Cafe 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, Cafe Delight recognized the power of online platforms in reaching a wider audience. By effectively utilizing social media and online marketing, Cafe 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, Cafe 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 Cafe 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, Cafe 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, Cafe 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 Cafe Delight to identify and act on opportunities while mitigating threats, contributing to its long-term success in the highly competitive restaurant industry.

Question: 1

Cafe 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

Question: 2

What stakeholder group did Cafe 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

Question: 3

What best describes Cafe Delight's initial expansion strategy when it expanded from one cafe 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

Question:4

At which level of strategic management does Cafe 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

Question:5

What type of strategy did Cafe 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

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