

~~PGDM~~ / PGDM FINTECH Program
THIRD TRIMESTER (Batch: 2024-26)
END-TERM EXAMINATION, APRIL 2025

Course Name	Strategic Management	Course Code	
Duration	1 Hours 30 Minutes	Max. Marks	60

Instructions:

- 1. Section A - Attempt Any Three Questions – 10 Marks each.**
- 2. Section B – Case Study - Attempt Both Questions – 15 Marks each.**

Section – A

Q 1) Define strategic management and explain its importance for organizational success. The Indian automobile industry has been using many growth strategies. Discuss these growth strategies and how have they helped in making the Indian automobile industry a success story. (CO:02)

Q2. What is the role of mission and vision statements in strategic management? How do they differ, and why are they important for the success of an organisation. Explain the above with a relevant corporate example. (CO:01)

Q3) Maggi is the flagship brand of Nestle which is quite popular with the younger generation. How has brand Maggi used an effective sales & marketing strategy to capture a major market share? Discuss the various strategies used by brand Maggi to become a national favourite. (CO:03)

Q4) The quick commerce industry has been growing at a very fast speed in India. Brands like Blinkit & Swiggy InstaMart are major players. Explain how Porter's Five Forces model can be used to analyse the competitive environment for brand Zepto? How can Zepto use Porter's Five Forces model for its advantage? (CO:03)

Q5) Indian fast food chain Haldirams have been facing tough competition from MNC's like Dominoes & McDonald's. Please do a SWOT Analysis of Haldirams. Suggest four strategies which Haldirams can use to counter the expensive sales & marketing campaigns of Dominoes & McDonald's. (CO:02)

Q6) Global MNC's like LG & Samsung view India as their important market. New strategies are being developed which are aimed at getting the Indian mindshare. Please discuss the sales & distribution strategies used by Durable Brands like LG & Samsung to ensure successful penetration into the Indian households. (CO:04)

Section – B

Please read the case given below and answer both the questions –

Lenskart has become a huge success story in India, changing how people buy glasses. It's not just luck; it's a mix of smart choices that really clicked with Indian customers. There are a couple of reasons behind their success story.

Firstly, Lenskart fixed a big problem: the old way of buying glasses in India was often messy and unreliable. You'd go to small shops, and it was hard to find good quality or trust the eye tests. Lenskart came in with a modern, organized system, both online and in stores, making it much easier and more trustworthy. They brought a sense of professionalism and consistency to the eyewear market.

A key part of their success is their "Omni-channel" strategy. This means they're everywhere: online, through their website and app, and in physical stores. This is super important in India, where not everyone is comfortable shopping online. By having stores, they reach people who like to try things on and get face-to-face help. And for those who prefer online shopping, they offer virtual try-ons and home eye tests, which is incredibly convenient.

Another big reason is affordability. Glasses in India used to be quite expensive, especially good quality ones. Lenskart changed that by making stylish, good-quality glasses at prices more people could afford. They did this by controlling the whole process, from making the glasses to selling them. This cut out the middlemen and saved money, which they passed on to the customers.

Technology has been a huge driver of Lenskart's growth strategy. They invested in things like virtual try-on tools, which let you see how glasses look

on your face using your phone. This is not only fun but also really helpful. They also use technology to make lenses more accurately and efficiently.

Lenskart also focused heavily on customer service. They trained their staff to be helpful and knowledgeable, so customers feel well taken care of. They built a strong brand by focusing on quality and trust. People started to see Lenskart as a reliable and stylish place to buy glasses.

They also understood that the Indian market is very diverse. What works in a big city might not work in a small town. They were flexible and adapted their approach to different areas. They also kept up with changing trends, offering new styles and designs that people wanted. They have been able to keep up with the changing times. They've managed to combine technology, good prices, and great customer service to create a brand that resonates deeply with Indian consumers.

Questions:

(15 Marks each) (CO:03)

Q7) Lenskart is now a market leader in the eye wear category. What were the reasons behind its success story? In your opinion was the Omni channel strategy a game changer?

Q8) Lenskart wants to become a Global Brand. Suggest three sales strategies which Lenskart can use to become a market leader in Asia. Can Lenskart use disruptive technologies to take on big giants like China?