

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)
MID TERM EXAMINATION (TERM -IV)

Subject Name: **Strategic Management and Business Simulation**

1.00 hrs

Sub. Code: **PG44**

Max Marks: 20

Note: Read the following case and answer the following questions: 10×2 = 20 Marks

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand and *describe* the evolution, concepts, and process of strategic management and *explain* the components of strategic intent. **(L1,L2)**

CO2- *Analyze* internal and external business environments using different tools and the Resource-Based View to identify organizational capabilities and threats. **(L4)**

CO3- Evaluate various strategic frameworks and models to identify their components, compare their structural relationships, and determine the conditions under which each is most effective for organizational decision making. **(L5)**

CO4- Analyze organizational culture, structure, and leadership styles to identify sources of conflict and resistance to change during strategy implementation. **(L4,L5)**

CO5- *Enhancing creativity. Critical thinking in assessing* the role of organizational structure, leadership, culture, and resistance to change in strategy implementation, including external growth..**(L3, L6)**

CO6- *Develop* and demonstrate innovative strategies and business models relevant to 21st-century challenges using concepts like platform-based strategies, and disruptive innovation. **(L6)**

Case study- GreenBite Organics

CO-1

GreenBite Organics Pvt. Ltd., founded in Pune in 2022, focuses on affordable organic food for urban consumers. The company sees strategy as creating competitive advantage by aligning resources with market needs. Its strategy emphasizes product leadership (diverse organic snacks), operational excellence (direct farmer tie-ups), and customer intimacy (traceability apps, home delivery).

GreenBite's vision is "to become India's most trusted brand for affordable organic foods."

Its mission is "to deliver high-quality organic products, empower farmers, and reduce environmental impact." The company's strategic intent is to make organic food mainstream and accessible, not just elite. By 2030, it aims to expand into 20 cities, partner with 50,000 farmers, and achieve carbon neutrality. This shows how a young firm blends vision, mission, and intent to guide growth. The case illustrates the process of strategy: scanning the environment, formulating goals, and implementing actions. GreenBite demonstrates how strategic management supports both competitive advantage and social responsibility.

Q1. How does GreenBite's case illustrate the concepts and process of strategic management?

Q2. Which components of strategic intent (vision, mission, long-term goals) are visible in GreenBite's decisions, and how do they shape its future growth?

Case Study 1: ABC Foods Ltd – Strategic Analysis

CO2

ABC Foods Ltd, based in Andhra Pradesh, is a leading private dairy company in South India. In FY 2024–25, it recorded sales of ₹41,350 million and processed 2.78 million liters of milk daily. With operations across 11 procurement states and 23 sales states, the company enjoys a strong market presence. Dairy accounts for 86% of its revenue, supported by a wide portfolio that includes milk, yogurt, cheese, ghee, ice cream, and innovations like A2 milk and UHT variants. AFL also invests in renewable energy and animal feed.

Current government supportive policies and rural development schemes favor growth, though changing food safety regulations remain a risk. Rising incomes and demand for nutritious dairy fuel expansion, but inflation

and volatile input costs are concerns. Socially, the preference for branded and hygienic dairy aligns with HFL's "farm-to-home" positioning. Technologically, investments in cold chain logistics, renewable energy, and digital farmer training strengthen efficiency. Environmental factors such as climate and water risks affect milk supply, though HFL's ESG initiatives mitigate them. Legally, compliance with FSSAI and labor norms ensures operational stability. Dairy sector growing at 16% CAGR, urbanization, and rising demand for value-added products. HFL's extensive supply chain of 300,000+ farmers and 130,000 outlets gives it an edge. On the other hand climate volatility, rising input costs, regulatory shifts, and stiff competition from domestic and global brands are rising concerns.

1. Which two PESTEL factors are likely to create the greatest long-term challenges for AFL, and why?
2. From a VRIO perspective, which resource or capability gives HFL its strongest sustainable competitive advantage, and how can the company further strengthen it?

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	10 Marks
CO2	10 Marks

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create