GL BAJAJ Institute of Management & Research Greater Noida — FIND YOUR SPARK

Roll No…………

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POST GRADUATE DIPLOMA IN MANAGEMENT (2025-27)
MID TERM EXAMINATION (TERM -III)

Subject Name: **Strategic Management**	Time: **01.00 hrs**
Sub. Code: **PG307**	Max Marks: **20**

Note: All questions are compulsory. Read both case study and answer the questions.

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

CO1- *Understand* the core concepts of strategic intent, including vision, mission, and the strategic management process (L)
CO2- *Assess* industry attractiveness and internal core competencies using Porter's Five Forces and VRIO analysis to justify strategic recommendations for a given business scenario. (L3)
CO3- *Analyze* diverse corporate portfolios using the BCG Matrix and determine the fit of Generic Competitive Strategies within specific market segments. (L4)
CO4- *Assess* an organization's readiness for change by critiquing the alignment between its Structure and the McKinsey 7S Framework elements. (L5)
CO5- *Evaluate* organizational performance and governance standards using the Balanced Scorecard and the principles of Blue Ocean Strategy. (L5)

Read the both case study and answer the questions

Case Study 1: Strategic Intent at "Aarohan Electric Mobility Ltd."

Aarohan Electric Mobility Ltd. (AEML), an Indian start-up founded in 2018, operates in the rapidly evolving electric vehicle (EV) industry. The company initially focused on manufacturing affordable electric two-wheelers targeted at urban commuters. Within a short span, Aarohan gained recognition for its cost-efficient models and environmentally friendly positioning.

However, as competition intensified—with established automobile companies and new EV start-ups entering the market—AEML began facing strategic challenges. Larger competitors possessed superior R&D capabilities, stronger brand equity, and wider distribution networks. Simultaneously, customer expectations were evolving toward higher battery efficiency, smart connectivity features, and premium design.

In response, Aarohan's leadership team initiated a strategic review. During internal discussions, it became evident that while the company had operational momentum, it lacked a clearly articulated long-term direction. The existing statements were as follows:

- Vision (current): "To be a leading EV company in India."
- Mission (current): "To manufacture electric vehicles for customers."

Senior managers felt that these statements were too generic and failed to inspire employees or differentiate the firm. Moreover, there was no clearly defined strategic intent to guide long-term competitive positioning.

The CEO proposed repositioning Aarohan as a technology-driven sustainable mobility solutions provider, rather than merely a vehicle manufacturer. This would involve investments in battery innovation, digital connectivity, and ecosystem development (charging infrastructure, mobile apps, and service platforms).

However, this shift raised important questions:

- Should Aarohan continue focusing on affordability or move toward premium innovation?
- How can it compete with well-funded incumbents?
- What long-term aspiration should guide its strategic decisions?

The leadership team is now tasked with redefining the company's Vision, Mission, and Strategic Intent to ensure alignment with future growth and competitive advantage.

Discussion Questions:

Q1. Critically evaluate the existing Vision and Mission statements of Aarohan Electric Mobility Ltd. and propose improved statements. Further, formulate an appropriate Strategic Intent for the company and explain how it can guide long-term strategic decisions. CO1 (10 marks)

Case study 2: Digital Transformation at "Suryoday Bank"

Suryoday Bank, a mid-sized private sector bank in India, has historically relied on its strong branch network and relationship-based banking model. Over the last decade, however, the banking landscape has undergone rapid transformation due to the emergence of fintech companies, digital payment platforms, and increasing customer preference for self-service technologies (SSTs) such as mobile banking, ATMs, and internet banking.

Despite launching its mobile banking application five years ago, Suryoday Bank has struggled with low adoption rates among customers, particularly in semi-urban and rural markets. Customers cite issues such as lack of digital literacy, trust concerns, and poor user interface design. At the same time, competitors—including fintech startups and large private banks—have successfully leveraged AI-driven services, seamless digital platforms, and personalized offerings to attract customers.

Internally, Suryoday Bank faces challenges in aligning its organizational resources with the demands of digital transformation. The IT infrastructure is partially outdated, employees are not adequately trained in digital service delivery, and the bank's leadership is divided between maintaining traditional banking strengths and investing aggressively in digital technologies.

The CEO has recently initiated a strategic review and engaged a consulting team to assess the bank's internal capabilities and external environment. The goal is to identify how Suryoday Bank can build sustainable competitive advantage in an increasingly digital banking ecosystem.

Discussion Questions:

Q2. Using appropriate strategic management frameworks, analyze the external and internal environment of Suryoday Bank. CO2 (10 marks)

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

COs	**Blooms Taxonomy Levels**	**Marks Allocated**
CO1	L5	10 Marks
CO2	L4	10 Marks