



| Name: | | | |
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| Enrolment No: | | | |
| UPES End Semester Examination, May 2024 | | | |
| Course: Competitive Dynamics & Strategy | | Semester: IV | |
| Program: BBA GLOBAL | | Time: 03 hrs. | |
| Course Code: STGM2088 | | Max. Marks: 100 | |
| Instructions: | | | |
| SECTION A 10Qx2M=20Marks | | | |
| S. No. | Attempt all of the following, each question carry two marks. | Marks | CO |
| Q 1. | FMA's are typically the result of following: - (a) Technology strategy (b) Technical proficiency (c) Luck (d) Competitive Advantage (e) (a) (b) & (c) (f) (b) & (c) (g) (a) & (d) | 2 | CO1 |
| Q2. | Resources include: (a) Competencies & capabilities (b) Core competencies (c) Heterogeneity (d) Immobility (e) All of the above | 2 | CO1 |
| Q3. | How many major players do you think there are in : (a) The supermarket industry (b) Banking (c) UK rail travel (d) Soft drinks industry? | 2 | CO1 |
| Q4. | Strategy for smaller players to take on heavy-weights is known as: (a) Competitive Strategy (b) Game Theory (c) Judo Strategy (d) Strategic Intent | 2 | CO1 |

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| Q5. | A product/service with unique appealing attributes allows a firm to: (a) Command a premium price (b) Increase unit sales (c) Build Brand Loyalty (d) Competitive Advantage (e) All of the above | 2 | CO1 |
| Q6. | Differentiation Strategy works best when: (a) Buyer's needs & uses are diverse (b) Few rivals are following similar differentiation approach (c) Technological change (d) Product Innovation is fast paced. (e) All of the above | 2 | CO1 |
| Q7. | The common competitive actions are: (a) Launching new products (b) Pricing & Marketing new products (c) Capacity & competency (d) Service & Signaling (e) All of the above | 2 | CO1 |
| Q8. | Competitive Advantage is sustainable in: (a) Slow-cycle markets (b) Fast- cycle markets (c) Standard-Cycle markets (d) All of the above (e) None of the above | 2 | CO1 |
| Q9. | The Sixth Force in Porter's Five Forces Model is: (a) Competitors (b) Complementors (c) Supplier (d) New Entrant (e) Potential Complementor (f) Potential Competitor | 2 | CO1 |
| Q10. | "Focus on others rather than focus on your own position" defines: (a) Judo Strategy (b) Game theory (c) FMA (d) Porters Model (e) Fintech | 2 | CO1 |
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SECTION B

| 4Qx5M= 20 Marks | | | |
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| Q 1. | Discuss key concepts of different marketing structures with an example of each. | 5 | CO2 |
| Q2. | Define HHI. What are its uses? Explain with an example. | 5 | CO2 |
| Q3. | Write about the “Traps of Competitive Strategy”. | 5 | CO2 |
| Q4. | “The game of business is all about value: creating it and capturing it.” Elaborate | 5 | CO2 |
| SECTION-C | | | |
| 3Qx10M=30 Marks | | | |
| Q 1. | Discuss the two Golden rules of Game Theory with examples. | 10 | CO3 |
| Q2. | “The Prisoner’s Dilemma” Illustrate the problem a firm face with the help of Pay–Off Matrix | 10 | CO3 |
| Q3. | “ Supplier relationship is as important as Customer relationship” Elaborate with the help of concerned model. | 10 | CO3 |
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| SECTION-D | | | |
| 2Qx15M= 30 Marks | | | |
| Q 1. | <p>CASE-STUDY:1</p> <p>The case “China’s Midea Group’s Intelligent Manufacturing Strategy for Creating a New Human-Machine Ecosystem” talks about the intelligent manufacturing strategy adopted by one of the world’s leading home appliance-makers, China-based Midea Group Co. Ltd (Midea), in response to the changing technological trends in the home appliances industry. The case starts out by describing Midea’s early days in China and the business practices it followed to revolutionize the home appliances industry there. It then documents how Midea adapted its manufacturing processes as per the technological changes sweeping through the industry to register a meteoric rise in China. The case details how Midea adopted the ‘One Midea, One System, and One Standard’ strategy – under which it built its Artificial Intelligence (AI) driven industrial internet (IIoT) platform to standardize and systematize its key business areas.</p> <p>Later, the case describes in detail the digital transformation strategy undertaken by Midea through the adoption of AI, big data, and robotics in its manufacturing processes by collaborating with international automation companies. It explains how Midea achieved significant operational results and enhanced its market position by adopting the latest technologies.</p> | 15 | CO4 |

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| | <p>(A) Will Midea become a pioneer in adopting robust technology in China and the world?</p> <p>(B) Examine the key aspects of configuring the value chain for better results in a company.</p> | | |
| Q2. | <p>CASE STUDY:2</p> <p><i>Apple’s Ecosystem Strategy:</i> Overview: Apple Inc. exemplifies the strategic application of the Value Net Model through its ecosystem <u>strategy</u>, which encompasses a range of interconnected products, services, and platforms designed to create value for customers and stakeholders. By leveraging synergies between its hardware, software, services, and ecosystem partners, Apple has cultivated a powerful ecosystem that enhances user experience, drives customer loyalty, and generates sustainable revenue streams.</p> <p>Core Offerings: Apple’s core offerings include its flagship products such as the iPhone, iPad, Mac, and Apple Watch, complemented by a suite of software applications and services such as iOS, macOS, iCloud, iTunes, and the App Store. These products and services form the foundation of Apple’s ecosystem and serve as entry points for users to access a range of interconnected experiences and functionalities.</p> <p>Customer Lock-In and Loyalty: Apple’s ecosystem <u>strategy</u> is designed to create customer lock-in by offering a seamless and interconnected experience that incentivizes users to stay within the Apple ecosystem. Features such as iCloud storage, iMessage, FaceTime, and Apple Pay promote user engagement and loyalty, making it challenging for users to switch to competing platforms or devices.</p> <p>(a) Do you think Apple has established itself as a leader in the technology industry? Give reasons</p> <p>(b) Discuss about the Seamless Integration of Apple.</p> <p>(c) Explain how “Apple’s ecosystem <u>strategy</u> “exemplifies the strategic application of the Value Net Model.</p> | 15 | CO4 |