


<b>Name:</b>	
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, Dec 2024**

**Course: Competitive Strategy**  
**Program: Int B. Com-MBA**  
**Course Code: STGM8011**

**Semester: VII**  
**Time 03 hrs.**  
**Max. Marks: 100**

**SECTION A Multiple Choice Questions- Select the Right Answer**  
**10 Q X 2Marks =20Marks**

S. N.	Questions	Marks	CO
1	Which of the following is the primary goal of a competitive strategy?  A) Maximize market share B) Minimize costs C) Achieve a sustainable competitive advantage D) Ensure customer satisfaction	[2]	CO1
2	in Porter's Five Forces model, which of the following would most likely increase the bargaining power of suppliers in an industry?  A) High switching costs for buyers B) A large number of substitute products available in the market C) Low concentration of suppliers D) Low differentiation of supplier products	[2]	CO1
3	Which of the following would be the best competitive response for a company adopting a differentiation strategy when competitors start imitating its product features?  A) Reduce prices to maintain market share B) Invest in innovation and further differentiate products C) Focus on aggressive marketing campaigns D) Enter new geographic markets to reduce direct competition	[2]	CO1
4	Which of the following is a potential risk of pursuing a focus strategy in a market with high growth potential?  A) Over-reliance on a niche market that may have limited growth opportunities B) Difficulty in achieving economies of scale C) The risk of being too broadly competitive in the market D) Increased pressure to constantly innovate across multiple segments	[2]	CO1
5	A firm adopting a "blue ocean" strategy would likely focus on:  A) Competing head-to-head with rivals in an established market segment B) Engaging in aggressive price competition to outperform competitors C) Innovating to create a new market space with little or no competition D) Consolidating its position in existing mature industries	[2]	CO1
6	Which of the following factors would NOT fall under the "Economic" component of PESTLE analysis?	[2]	CO1

	A) Inflation rates B) Interest rates C) Consumer confidence D) Cultural norms		
7	In the VUCA framework, "Uncertainty" refers to: A) Rapid and unpredictable changes B) Lack of clarity about the present situation C) Ambiguous cause-and-effect relationships D) Overwhelming interconnected issues	[2]	CO1
8	What does "VUCA Prime," a counter strategy to VUCA, emphasize? A) Vision, Understanding, Clarity, and Agility B) Volatility, Uncertainty, Complexity, and Action C) Value, Uniqueness, Communication, and Adaptability D) Vision, Unity, Cooperation, and Accountability	[2]	CO1
9	Which of the following industries is likely to experience the highest "Rivalry Among Existing Competitors"? A) A monopoly with one dominant player B) A mature industry with slow growth and many competitors C) A rapidly growing industry with few key players D) An industry with strong product differentiation	[2]	CO1
10	In the Ansoff Matrix, the strategy of introducing existing products into new markets is referred to as: A) Market Penetration B) Market Development C) Product Development D) Diversification	[2]	CO1
<b>SECTION B</b> <b>4Q X 5M= 20 Marks</b>			
Q11	Explain how the Ansoff Matrix can be applied by a company planning to expand its market presence in a highly competitive industry.	[5]	CO2
Q12	Discuss the risks and opportunities associated with each of the four strategies in the Ansoff matrix, providing real-world examples to support your analysis.	[5]	CO2
Q13	Using Porter's Five Forces framework, explain how competitive forces influence and reshape the nature of competition within an industry. Analyze each force and provide real-world examples to demonstrate how they collectively impact market dynamics and strategic decision-making by firms.	[5]	CO2
Q14	What is the importance of industry analysis in strategic management? Explain how tools like PESTLE analysis, SWOT analysis help businesses understand industry dynamics and develop competitive strategies. Provide examples to illustrate your answer.	[5]	CO2
<b>SECTION-C</b> <b>3Q X 10M=30 Marks</b>			
Q15	Analyze how concepts like Nash equilibrium, dominant strategies, and payoff matrices can influence competitive strategies. Illustrate your answer with examples from industries such as telecommunications, airlines, or technology.	[10]	CO3
Q16	Discuss how businesses can create and capture untapped market space, reduce competition, and achieve sustainable growth. Provide examples of companies that successfully implemented Blue Ocean strategies and the impact on their industry.	[10]	CO3

Q-17	Discuss the key principles of Judo Strategy, such as leveraging the opponent's strengths and focusing on agility. Provide real-world examples where this strategy has been effectively utilized.	[10]	CO3
<b>SECTION-D</b> <b>2Q X 15M= 30 Marks</b>			
	<p>ABC Electronics, a mid-sized player in the consumer electronics market, has been facing fierce competition from larger, well-established brands like Techtron and Zenith. Despite offering high-quality products, ABC Electronics struggles to maintain market share due to Techtron's aggressive pricing strategy and Zenith's superior brand recognition. ABC, however, has a loyal customer base, particularly in the mid-range price segment, and has been focusing on eco-friendly products. Recently, they noticed a growing trend in sustainability among consumers and saw an opportunity to differentiate themselves. By focusing on environmentally friendly features, offering eco-conscious alternatives to major competitors, and enhancing their online presence, ABC Electronics aims to capitalize on a niche market while remaining competitive in the broader market. However, the company faces the challenge of balancing cost-efficiency with their sustainable production approach.</p> <p><b>Questions:</b></p> <p>Q-18 How can ABC Electronics leverage its focus on eco-friendly products to differentiate itself from competitors like Techtron and Zenith? What strategic actions would you recommend? Discuss the potential advantages and disadvantages of ABC Electronics adopting a sustainability-focused strategy. How can the company balance sustainability with cost-efficiency?</p> <p>Q-19 What are the key performance indicators (KPIs) that ABC Electronics should track to measure the success of its sustainability-focused strategy? Discuss in detail each indicator with Practical application.</p> <p style="text-align: center;">Or</p> <p>How can companies foster a culture of innovation while balancing the need for operational efficiency? Discuss the role of leadership in creating an environment conducive to innovation and creativity. Provide an example of a company that transformed its industry through innovation and discuss the strategic decisions that supported its success.</p>	[15]	CO4

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