



Name:			
Enrolment No:			
UPES End Semester Examination, May 2024			
Course: Technology Strategy		Time: 03 hrs. Max. Marks: 100	
Semester: VI			
Program: INT BBA-MBA(OM)			
Course Code: STGM3016			
Instructions:			
SECTION A 10Qx2M=20Marks			
S. No.	Attempt all of the following, each question carry two marks.	Marks	CO
Q 1.	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
Q2.	Resources include: (a) Competencies & capabilities (b) Core competencies (c) Heterogeneity (d) Immobility (e) All of the above	2	CO1
Q3.	Technology Leadership is also known as: (a) First Mover Advantage (b) Second Mover Advantage (c) Competitive Rivalry (d) Competitive Dynamics (e) (a), (c), (d) (f) (a), (b), (c) (g) All of the above	2	CO1
Q4.	Digital wealth management evolution can be described as: (a) P2P Lending (b) Fintech (c) Robo - Advisory Evolution (d) Cashless payment revolution (e) All of the above	2	CO1

Q5.	<p>FMA's are typically the result of following: -</p> <ul style="list-style-type: none"> (a) Technology strategy (b) Technical proficiency (c) Luck (d) Competitive Advantage (e) (a) (b) & (c) (f) (b) & (c) (g) All of the above 	2	CO1
Q6.	<p>Differentiation Strategy works best when:</p> <ul style="list-style-type: none"> (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.	<p>The common competitive actions are:</p> <ul style="list-style-type: none"> (a) Launching new products (b) Pricing & Marketing new products (c) Capacity & competency (d) Service & Signaling (e) All of the above 	2	CO1
Q8.	<p>Competitive Advantage is sustainable in:</p> <ul style="list-style-type: none"> (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.	<p>The Sixth Force in Porter's Five Forces Model is:</p> <ul style="list-style-type: none"> (a) Competitors (b) Complementors (c) Supplier (d) New Entrant (e) Potential Complementor (f) Potential Competitor 	2	CO1
Q10.	<p>"Focus on others rather than focus on your own position" defines:</p> <ul style="list-style-type: none"> (a) Judo Strategy (b) Game theory (c) FMA (d) Porters Model (e) FINTECH 	2	CO1

SECTION B 4Qx5M= 20 Marks			
Q 1.	“Banking is necessary but Banks are Not” Discuss with an example	5	CO2
Q2.	“In current time ROBO Advisors are known to be keys to technology” Elaborate in context with Advice & Asset.	5	CO2
Q3.	Write about the “Traps of Technology Strategy”.	5	CO2
Q4.	The RBV has two underlying assertions: <ul style="list-style-type: none"> • Resource heterogeneity • Resource immobility Elaborate with an example of each.	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q 1.	Discuss about “Payment Revolution”. Do you think it is an added advantage to current technology? Support with examples	10	CO3
Q2.	“The Prisoner’s Dilemma” Illustrate the problem a firm faces with the help of Pay–Off Matrix	10	CO3
Q3.	Discuss the ideal situation to reach a Balance & Resonance between Technology push & Market pull. Support with an example.	10	CO3
SECTION-D 2Qx15M= 30 Marks			
Q 1.	<p>CASE-STUDY:1</p> <p>The case focuses on the slow and steady rise of Microsoft Corp. (Microsoft), a leader in computing software, in the gaming business. The case describes the early steps Microsoft took to enter the gaming business beginning with its built-in PC games and followed by gaming consoles. Microsoft also looked at inorganic growth through a series of acquisitions in the 2000-2010 periods and its development of Xbox and its upgrades. The case then focuses on some of the competitor products and how Microsoft was unable to garner significant market share that led to the decision to go for a major acquisition. Finally the case describes Microsoft’s \$69 billion acquisition of video game behemoth Activision Blizzard after overcoming significant regulatory hurdles in the United Kingdom (UK) and the United States (US) that is expected to push Microsoft to the second place in the gaming business behind only Tencent, the Chinese multimedia giant. The acquisition was expected to help it compete more effectively with other tech behemoths such as Amazon and Google who had made significant investments in the gaming sector.</p>	15	CO4

	<p>(A) Will Microsoft's acquisition of Activision Blizzard have a far-reaching impact on the gaming industry?</p> <p>(B) Will it solidify Microsoft's position as a market leader and perhaps redefine the industry's competitive dynamics?</p>		
Q2.	<p>CASE STUDY:2</p> <p>The case Kroger's Cloud Strategy: From Retailer to Technology Company describes the various measures taken by US retail giant. The Kroger Company (Kroger) to use cloud computing to enhance the shopping experience of its customers. The case starts out by providing a brief history of Kroger that is considered to be an innovator and pioneer in the US food retail industry. It then delves into the details of the strategic partnerships that Kroger had with technology giants Google, LLC and Microsoft Corporation to develop retail innovations using their cloud platforms. The case also takes an in depth look at the various new retail technologies that Kroger's in-house technology division developed and launched. Kroger's retail technologies not only disrupted the retail space, but were also expected to have extensive scope for commercialization. The implications of adopting innovative retail technologies for the company's financials and market position are also discussed in detail.</p> <p>(A) Can Kroger successfully commercialize its retail technologies and eventually become a technology company that sells groceries?</p> <p>(B) Examine how technological innovations enhance a company's competitiveness.</p>	15	CO4