


Name: Enrolment No:			
<p align="center">UPES End Semester Examination, May 2025</p> <p>Course: Competitive Dynamics and Strategy Semester: IV Program: BBA-GLOBAL Course Code: STGM2008</p> <p align="right">Time : 03 hrs. Max. Marks: 100</p> <p>Instructions: Whenever you are answering questions with internal options, please ensure that you clearly mention the question you have chosen. In case you use assumptions in a question, please mention it clearly</p>			
<p align="center">SECTION A 10Qx2M=20Marks</p>			
S. No.		Marks	CO
Q 1	Statement of question		CO1
A	Coopetition is best defined as: a) Firms colluding to fix prices b) Simultaneous competition and cooperation among rivals c) Unilateral strategic innovation for market dominance d) Strategic alliance solely for cost reduction	2	
B	Which analytical framework is most effective for evaluating competitive forces within concentrated industries? a) PESTEL Analysis b) Porter's Five Forces c) SWOT Analysis d) Value Chain Analysis	2	
C	In strategic interaction games, a 'commitment' strategy primarily involves: a) Adopting flexible pricing tactics b) Signaling credible, irreversible actions c) Forming ad hoc alliances d) Rapid market exit	2	
D	Which model best represents quantity competition among oligopolists in an entry decision context? a) Bertrand Competition b) Cournot Model c) Game of Chicken d) Stackelberg Competition	2	
E	Real options in strategic planning allow a firm to: a) Commit irrevocably to a large initial investment b) Delay, expand, or abandon projects in response to uncertainty	2	

	c) Guarantee immediate market leadership d) Rely solely on past performance data		
F	Judo Strategy is most appropriate when a firm: a) Possesses a significant size advantage b) Seeks to use agility to avoid direct confrontation c) Operates in a market with minimal competitive pressure d) Prioritizes heavy price-cutting tactics	2	
G	Horizontal diversification is primarily aimed at: a) Achieving economies of scale in unrelated industries b) Exploiting synergies across related business lines c) Facilitating backward integration d) Isolating markets from competitive spillovers	2	
H	Network effects become most powerful when: a) A product's value increases as more users adopt it b) Companies prioritize proprietary technology over openness c) Firms focus exclusively on local markets d) Standardization is ignored in favor of customization	2	
I	Compatibility and Standards in technology strategy are crucial because they: a) Encourage product differentiation through proprietary systems b) Promote interoperability, reduce switching costs, and foster network effects c) Limit industry innovation by imposing rigid rules d) Focus solely on short-term competitive gains	2	
J	Which of the following best encapsulates the core objective of competitive strategy in modern markets? a) Achieving operational excellence solely through cost optimization. b) Differentiating products only on the basis of technological features. c) Crafting unique value propositions to create sustainable competitive advantage. d) Focusing on short-term profits via aggressive pricing	2	

SECTION B
4Qx5M= 20 Marks

	Statement of question		CO2
Q 2	Discuss the challenges faced by firms in concentrated markets where strategic interactions are intense.	5	
Q 3	Evaluate the role and risks of first mover advantages in today's dynamic competitive environments. Support your discussion with examples where early entry conferred benefits and instances where it backfired.	5	
Q 4	What are the inherent risks associated with being a first mover, and how can firms mitigate these risks?	5	
Q 5	How do the frameworks of strategic complements and substitutes help firms anticipate and influence rival behavior?	5	

SECTION-C
3Qx10M=30 Marks

	Statement of question		CO3
Q 6	Using examples, analyze how strategic interaction games influence competitive dynamics. Discuss how firms may leverage the various theoretical models to anticipate competitors' moves and design robust counter-strategies.	10	
Q 7	Evaluate the challenges and opportunities confronting start-ups entering established industries. Illustrate how innovative competitive strategies and disruptive approaches can enable new entrants to overcome incumbent advantages.	10	
Q 8	<p>Critically discuss the strategic complements/substitutes framework in understanding competitive dynamics. Use specific models and industry examples to substantiate your argument.</p> <p style="text-align: center;">OR</p> <p>Discuss the impact of network effects, compatibility, and standardization on reshaping competitive landscapes. Support your answer with case examples demonstrating how these digital and strategic factors have contributed to sustainable competitive advantage.</p>	10	
SECTION-D 2Qx15M= 30 Marks			
	Statement of question		CO4
Q 9	<p>Background: Company Y, a long-standing manufacturing firm, is experiencing margin pressure due to aggressive pricing tactics by new entrants and disruptive digital innovation. Facing these challenges, Company Y is planning a comprehensive strategic overhaul to regain market leadership.</p> <p>In your answer, address the following:</p> <p>A. Analyze the key components of a competitive strategy that Company Y should consider—including industry analysis, strategic positioning, and the formation of strategic alliances.</p> <p>B. Evaluate the potential challenges in implementing strategic change, taking into account issues such as network effects and standards compatibility.</p>	15	
Q 10	<p>What is the role of advanced competitive dynamics strategies in shaping long-term firm performance?</p> <p>A. List four application areas in which these strategies are used to leverage competitive advantage.</p> <p>B. Provide case examples demonstrating how firms have successfully integrated multiple initiatives (e.g., price competition, commitment strategies, and judo strategies) to outperform rivals in volatile markets.</p> <p style="text-align: center;">OR</p>	15	

	<p>ElecPro Ltd. is a mid-sized consumer electronics firm best known for its smartphones. Five years ago, ElecPro was an early mover in foldable screen devices, capturing 15% market share before rivals caught up. Today, intense competition and thin margins plague the smartphone industry. ElecPro is exploring two integration strategies:</p> <ul style="list-style-type: none"> • Horizontal Integration: Acquiring TabTech, a tablet maker with complementary R&D capabilities, to broaden its product portfolio. • Vertical Integration: Building an in house chip assembly plant to reduce reliance on volatile semiconductor suppliers. <p>Before moving forward, ElecPro's leadership wants to Evaluate the industry's attractiveness using Porter's Five Force as well as understand how its first mover history in foldables affects integration risks and benefits.</p> <p>Questions:</p> <p>A. Analyze the Indian smartphone industry along each of the five forces.</p> <p>B. b) Discuss the expected benefits and risks of ElecPro's horizontal and vertical integration plans</p>		
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