


Name:	
Enrolment No:	

UPES
End Semester Examination, May 2025

Course: Technology Strategy: Market & Firm Level Perspective

Semester : VI

Program: Integrated BBA-MBA

Time : 03 hrs.

Course Code: STGM3016

Max. Marks: 100

Instructions: Answer all questions as instructed.

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	What is the primary goal of disruptive technological innovation? a) Sustaining current market position b) Capturing new markets c) Incremental product improvements d) Maintaining high profit margins	2	CO1
Q2	‘The reason why we exist’ is described in statement of a firm: a) Mission b) Vision c) Value d) Ethics	2	CO1
Q3	When a firm enters another country with existing product, it is termed as.....Innovation: a) Product b) Market c) Process d) None of the above	2	CO1
Q4	The.....strategy is related to ‘how to compete’: a) Functional level b) Corporate level c) Market growth d) Business level	2	CO1
Q5	Technology ecosystem can be considered for grand success of business of: a) Apple b) LG c) Toyota d) Reliance Industries	2	CO1

Q6	Which of the following is a clear example of a firm which does NOT follow a low-cost business strategy? a) Southwest Airline b) Walmart c) Apple d) IKEA	2	CO1
Q7	Porter's Five Forces framework includes all the following except: a) Bargaining power of suppliers b) Threat of new entrants c) Bargaining power of NGOs and Govt. d) Threat of substitute products	2	CO1
Q8	Which one of the following is a match-making tech platform? a) LinkedIn b) Matrimony.com c) Justdial d) Youtube	2	CO1
Q9	Which of the following is a corporate level strategy? a) Merger & Acquisition b) Low Cost c) Differentiation d) Marketing	2	CO1
Q10	The strategic decisions in a firm are taken by: a) Senior Management. b) Top level management. c) Consultants d) R&D centre	2	CO1
<p align="center">SECTION B 4Qx5M= 20 Marks</p>			
Q 11	Discuss how technology, as per resource-based view of strategy, may be used to enhance firm performance.	5	CO2
Q12	Differentiate between radical and disruptive innovation.	5	CO2
Q13	Explain role of network effects in growth of a platform business. Give suitable examples.	5	CO2
Q 14	Explain, with an example, how Business Model Innovation can lead to gain competitive advantage.	5	CO2
<p align="center">SECTION-C 3Qx10M=30 Marks</p>			
Q15	Critically discuss the concept of technology ecosystem. How do companies use it for gaining superior performance? Explain with two examples.	10	CO3

Q16	“Platformatise your business”. This was a suggestion by a business consultant whom you approached to seek his advice on keeping your firm competitive. Elaborate on the suggestion while clearly stating benefits of platform business over pipeline business model. Gove examples.	10	CO3
Q17	<p>The competitive advantage of any successful enterprise is highly dependent on technology innovation as it gives competitive edge and hence profitability. Explain various forms or types of innovation in the context.</p> <p style="text-align: center;">OR</p> <p>Analyse how Apple or any other company has used its business ecosystem to the level of ‘winner-take-all advantage and capturing substantial value created in its tech-driven industry.</p>	10	CO3
<p style="text-align: center;">SECTION-D 2Qx15M= 30 Marks Note: Pl read following caselet and answer Qs 9 -10 (state your assumption clearly, if any):</p> <p>KiranaMall is a rising tech startup that began as an e-commerce retailer but recently pivoted towards becoming a platform. The founders noticed that instead of competing directly with large players like Amazon and Flipkart, a better approach might be to facilitate connections between independent local sellers and buyers in Tier 2 and Tier 3 cities across India. KiranaMall has now developed an app where sellers can register, list their products, and directly interact with customers. The platform offers logistics support, payment integration, and customer service tools. The company earns revenue through transaction fees, premium seller services, and advertisements. However, it is facing several challenges:</p> <ul style="list-style-type: none"> • Many sellers are hesitant to join due to a lack of trust and low digital literacy. • Buyers complain about inconsistent product quality and delivery times. • Competing platforms offer deep discounts and aggressive marketing. <p>To tackle these issues, it is considering several strategic moves: improving the onboarding process for sellers, investing in trust-building mechanisms like rating systems and buyer protection, and exploring partnerships with micro-financing institutions to onboard informal sellers</p>			
Q 18	Explain platform strategy and explain how it differs from a traditional pipeline business model and analyse KiranaMall’s current business model using the core principles of a platform strategy.	15	CO4
Q19	<p>Identify at least three critical success factors KiranaMall should focus on to scale up its platform business in India. Propose a strategy for KiranaMall to increase platform participation on both the supply (seller) and demand (buyer) sides and competitive challenges.</p> <p style="text-align: center;">OR</p> <p>Suggest suitable Launch strategies for this new platform business. Which one(s) you would find most suitable and why?</p>	15	CO4