K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Vidya Vihar, Mumbai- 400077

Programmes: PGDM - HR / Finance / Marketing

Batch: 2017-19, Trimester VI, Academic Year: 2018-19

Course: **Competitive Strategy (Elective)**

(End Term Examination)

Maximum Marks: 25
Duration: 2 hours

Date: April 18, 2019
Time: 03:00 pm to 05:00 pm

Instructions:

1. All questions are related to the case provided with question paper: Should Maruti Suzuki Invest in Electric Cars? Veena Keshav Pailwar; W18345-PDF-ENG
2. Each question is of 5 marks. Answer any 5 questions out of 10.
3. Present answers clearly using examples, figures and tables.
4. Make logical assumptions when required and clearly state the same.

---

1. Explain business environment for Indian Auto Industry using the four Analytical Dimensions.
2. Creative Destruction of Industry– explain an industry example from the case.
3. Identify the two important roles and the players in Electric Vehicles (EVs) ecosystem.
4. Transient Advantage – describe a company example from the case.
5. Demonstrate Dynamic Capabilities of *Mahindra*.
6. Explain two *Strategic Styles* of *Mahindra* in two different business segments.
7. Discuss the *Value Net* for *Mahindra's* Electric Vehicles (EVs) Business.
8. With reference to the *Game Tree* in *Figure 1*, explain the *Nash Equilibrium* where each of the players can have best possible payoffs.

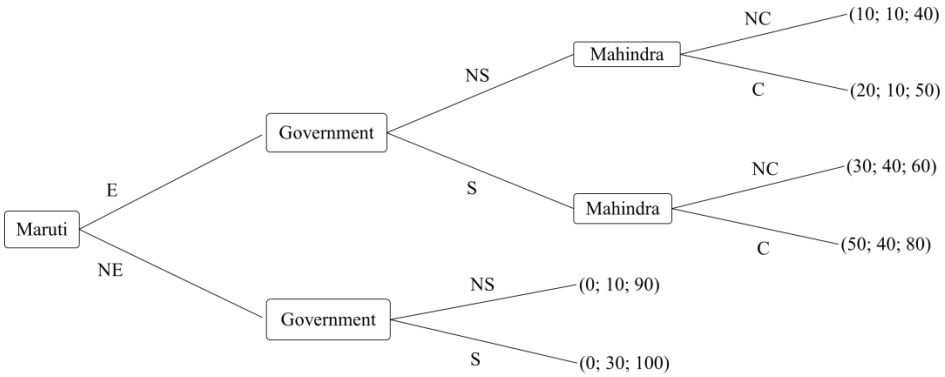

Figure 1 Game Tree - Maruti, Government and Mahindra

Note: E = Enter; NE = Not Enter; S / NS = Supportive / Non-Supportive Government Policies (e.g. Taxes / Subsidies); C / NC = Cooperation / Non-cooperation
The order of payoffs indicated in parenthesis is as follows: (*Maruti*; Government; *Mahindra*)

9. Do Competitor Profiling for *Mahindra*.
10. What should be the *Judo Strategy* of *Maruti* (entrant) against *Mahindra* (established incumbent) to compete in Electric Vehicles (EVs) in India.