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| **Trimester 3: June 2024 - Dec 2024**  **Examination: End Term Examination** | | | | |
| **Programme code:**  **Programme: MBA we** | | **Class:** SY | | **Trimester:** VI  **(SVU 2024)** |
| **Name of the Constituent College:**  **K. J. Somaiya Institute of Management** | | | **Name of the department/Section/Center:**  GENMGT | |
| **Course Code:** | **Name of the Course: Contemporary Topics in Strategic Management 2** | | | |

Question 1 on the EMI case is COMPULSORY. Answer any 1 from short questions 2 to 4.

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | Please read the *EMI and CT scanner* case, and answer the following question:  Based on the strategies for profiting from an innovation, evaluate each of the following options for EMI in profiting from the CT Scan innovation:  a. Going it alone,  b. Strategic alliance/partnership,  c. Licensing the technology.  What is your recommendation among the 3 options for EMI and why? | 30 |
| Q2 | Your company is facing disruption by a low-cost Chinese competitor. The management is insisting on matching the competitor through low-cost competition, You, however, recall the strategic framework developed by Nirmalya Kumar taught in your CTSM 2 course, and convince them that the company can follow alternate strategies too. Explain the framework to your management. | 20 |
| Q 3 | Using the case of Zomato discussed in class or any other platform company, explain the dangers of platform envelopment and the strategies to avoid envelopment. | 20 |
| Q4 | How does winning a standards/format war often result in a winner-take-all market? What are the strategies to win a format war? | 20 |