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| **Trimester 3: November 2024 - March 2025**  **Examination: End Term Examination** | | | | |
| **Programme code:**  **Programme: MBA WE** | | **Class:** SY | | **Trimester:** VI  **(SVU 2025)** |
| **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 Innovatech case is COMPULSORY. Answer any 2 from short questions 2 to 5.

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | Please read the *Innovatech* case, and answer the following question (maximum 3 sides of the answer sheet):  Based on the strategies for profiting from an innovation, evaluate each of the following options of the Teece framework for Innovatech in profiting from the QP-1innovation:  a. Going it alone,  b. Strategic alliance/partnership,  c. Licensing the technology.  What is your recommendation among the 3 options for Innovatech, 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 in brief | 10 |
| Q 3 | You have been hired by a company in the TMT (technology, media, telecom) sector. Your boss asks you to develop a competitive strategy for the company. You reply that an ecosystem strategy is more appropriate for your company. Please briefly explain this to him using the tetra-threat framework. | 10 |
| 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? | 10 |
| Q5 | Your company is in the tractor industry and contemplating adopting an Industry 4.0 strategy. What are the 4 new capabilities that accrue to a firm adopting an Industry 4.0 strategy? Explain how each capability creates value in both cost saving and revenue generation. | 10 |