

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH**

**Vidya Vihar, Mumbai- 400077**

Programmes: PGDM - M, F, O, HR, IB, RM, IMC (Comm.) & MMS - M, F, O, HR

Batch: 2016-18, Trimester VI, Academic Year: 2017-18

Course: **Competitive Strategy (Elective)** (End Term Examination)

Maximum Marks: 50

Date: April 09, 2018

Duration: 3 hours

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**Instructions:**

1. Provided HBSP Case: ASUSTeK and the Google Nexus 7; 613056-PDF-ENG; 13p
  2. Follow instructions and marks mentioned along with each question.
  3. Present answers clearly using examples, figures and tables.
  4. Make logical assumptions when required and clearly state the same.
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**1. Refer to Case, answer any 2, 5 Marks each (10 Marks)**

- 1.1. How Intel achieved Competitive Advantage in PC industry?
- 1.2. How did the PC industry evolve towards maturity?
- 1.3. How did ASUSTeK start in PC business?
- 1.4. How did ASUSTeK grow? Why was Pegatron spun off?
- 1.5. What was the new category launched by ASUSTeK? Give details.

**2. Refer to Case, answer any 2, 5 Marks each (10 Marks)**

- 2.1. How did the Tablet Industry start?
- 2.2. How did Tablet Industry evolve from a niche market to a growth category?
- 2.3. How did ASUSTeK ventured into Tablet Business?
- 2.4. Why and how did Google get into Mobile Phones?
- 2.5. How did Android start and gain popularity?

**3. Refer to Case, answer any 2, 5 Marks each (10 Marks)**

- 3.1. How could Amazon differentiate itself in spite of using android?
- 3.2. What challenges ASUSTeK and Google might face while competing with the Apple iPad?
- 3.3. Who is another Key Player for Nexus 7 by ASUSTeK and Google, and why?
- 3.4. What could be pros and cons of working together for these three players?
- 3.5. What is the temporal advantage? Why it could be temporal rather than lasting advantage?

**4. Write Short Notes (answer any 4, 5 Marks each) (20 Marks)**

- 4.1. Strategies for Emerging Markets
- 4.2. Game Theory
- 4.3. Porter's Competitor Response Profile
- 4.4. Strategy Diamond Framework
- 4.5. Innovation Management
- 4.6. The Strategic Triangle

#### 4.7. Competing for Future