

VPM's
DR VN BRIMS, Thane
Programme: MMS (2014-16)
Forth Semester Examination April 2016

Subject	Technology Competition and Strategy		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	11.04.2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1. Solve both (A) & (B)

(A) Read the case and answer the following questions:

Standing out from the competitors is a key requirement for business success. Unless consumers can spot your product from me-too competitors, you'll have a hard time making sales. Businesses can do this either by highlighting their product's superior technology, features, styling, heritage, pedigree or price. You can see this strategy at play in virtually every business, especially B2C businesses.

A great example of this can be seen in Apple's approach to products.

Example: Apple iPad Air vs. competitors

The new Apple iPad Air costs \$274 to make and retails for \$499 – a margin of 45%. Competing tablets often cost nearly \$200 less. Apple is able to command such premiums because it has successfully differentiated its product from competitors. The Apple iPad marketing, for instance, highlights following features:

Lightness: The iPad Air is lighter, thinner than competitors.

Display Quality: The Retina display is visually superior to competing tablets.

Software: Apple highlights both the base iOS and the bundled Apple software as being better than what competitors offer.

Engineering: Apple seldom fails to highlight its superior engineering and material quality than competitors.

Ease of Use: Since Apple makes both the hardware and software, it often emphasizes its products' ease of use.

Note that Apple almost never plays up its products' price. The same is true for the iPad Air, which is priced not to sell in volume, but to become an aspirational product. This preserves Apple's reputation as a superior, aspirational brand.

- (i) Do you feel this strategy of Apple works in every market? Compare with a competitor's strategy on the same lines.
 - (ii) You are handed over a company called "Smart Cells Pvt. Ltd." which designs and sells mobile devices. You are in competition with Apple. What will be your strategy? Explain.
- (B) Read the following and solve:**
You are an owner of a company called "Lab Setup Pvt. Ltd."
This company helps colleges, institutes and various organizations to set-up their IT Labs or computer rooms. They don't manufacture any product, but are dealers or mediators who provide end-service.
Design a complete Business Strategy for such a firm.

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- (a) What are the Competitive Consequences of Technological Change?
- (b) What are the Technological Characteristics of Competitive Domains?
- (c) Technological Change sometimes may even “create totally new industries”. Explain with example.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- (a) Write a short note on Technology Emergence Phase.
- (b) Write a short note on Incremental Change Phase.
- (c) What are the influences of Environmental Trends on Competition?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- (a) What are the signals of New Technology?
- (b) What is Technology Intelligence? What is the relation between Data, Information and Intelligence?
- (c) What are the levels of Technology Intelligence? Write their characteristics and applicability.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- (a) Write the key principles of Data Collection.
- (b) What is a Business Strategy and why do we need it?
- (c) Explain the process of Strategic Management.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- (a) Write a short note on Product Evaluation Matrix.
- (b) Write a short note on Market-Growth-Market-Share Analysis Matrix (BCG matrix) with examples.
- (c) What is collaboration? What are the benefits and risks associated with it?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- (a) Write the steps to formulate a Technology Strategy proposed by Michael Porter.
- (b) Write a short note on Domains of Technology Choices.
- (c) What is a Technology Strategy? What are the key principles underlying Technology Strategy?