

EXAM (2019-02-20)

Uppsala University

Department of Business Studies

Corporate Strategy

Responsible professor: Henrik Dellestrand

50 point exam

180 minutes

Allowed materials to bring to the exam: Syllabus/thesaurus. No other readings/texts are allowed.

Please write your answer clearly. Remember to write you enrollment code/anonymity code on the exam sheets.

Indicate the question number when you start answering a new question. There is no pre-set length for each answer. However, the five-point question would in general require a couple of sentences/a short paragraph. The ten-point question require a more elaborate answer, and this is even more true for the 20-point question. For the answer where elaboration is required, please remember to focus on *analyzing, explaining, synthesizing etc.* rather than providing blank statements that does not cover the why position of your answer.

Best of luck!

Henrik

1. How can key success factors be identified within an industry? (5 points)
2. Briefly explain the notion of parenting advantage. (5 points)
3. Briefly describe motives for an M&A. (5 points)
4. Briefly describe why firms may want to diversify their operations. (5 points)
5. Discuss the pros and cons of forward and backward vertical integration respectively. (10 points)
6. (a) Explain the dimensions of Porter's 5-forces competition framework (you may also add the sixth force), and (b) how this may help a firm to position itself favorably in relation to competitors. For part b of the question, it might be helpful to come up with an example, although this is not a requirement for a good answer. (20 points)