

# EXAM (2020-02-19)

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Uppsala University

Department of Business Studies

Corporate Strategy

Responsible professor: Henrik Dellestrand

48 point exam

180 minutes

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

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**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 four-point questions would, in general, require an extended paragraph or so. The ten-point questions 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 do not cover the why position of your answer.

Best of luck!

Henrik

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1. Why is it important for strategy makers to have a clear understanding of an industry's key success factors? (4 points)
  
2. When is a company's competitive advantage most likely to endure over time? (4 points)
  
3. How can a business-level strategy of (a) low cost and (b) differentiation respectively offer some protection against competitive forces in a company's industry? (10 points)
  
4. What are the advantages of a backward as well as a forward vertical integration strategy, respectively? (10 points)
  
5. Identify and explain (a) factors that lead to strong bargaining power on the part of buyers, (b) factors that intensify competitive pressures stemming from the threat that new firms will enter the industry, (c) factors that lead to strong bargaining power on the part of suppliers, (d) factors that influence the strength of competition from substitute products, and (e) factors that influence the strength or intensity of competitive rivalry among an industry's member firms. (20 points)