

EXAM (2022-02-17)

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 – to and from any language. No other readings/texts are allowed.

There is no pre-set length for each answer. However, the four-point questions would generally require an extended paragraph or so. The ten-point questions need a more elaborate explanation, which 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

Q1: Explain why it is important for a firm to ensure an adequate supply of complements available to the product it is competing in the market with? **(4 points)**

Q2: How can key success factors help firms understand how to prosper in a market? **(4 points)**

Q3: You are walking through the city center of Uppsala one afternoon. It sure feels great to be back in the city where you studied for your master's degree in business and management ten years ago. Suddenly, you see an older man that looks slightly familiar. It turns out it is your professor from the strategy class you took. You start to talk a bit about Life, the Universe, and Everything, and you end up talking about bargaining power for some strange reason. It feels almost like your old professor is testing you when he asks you: how would you explain the concept of bargaining power from different perspectives, and how does it influence the strategic management of firms? **(10 points)**

Q4: What are the merits of outsourcing the performance of certain value chain activities instead of performing them in-house? Under what circumstances does outsourcing make good strategic sense, and what logic influences the make or buy decision? **(10 points)**

Q5: What is the connection between a company's strategy and its quest for sustainable competitive advantage? **(20 points)**