

**COMPETITIVE STRATEGY: WINNING IN THE DIGITAL MARKET
PLACE**

MBA FINAL EXAMINATION

MODULE CODE: CSW9X01

EXAMINATION PERIOD: FIRST QUARTER 2022

Date:	Wednesday, 30 March 2022
Time:	07:00 – 08:30 – read the case 08:30 – 11:30 – examination 11:45 – submit examination
Total Marks:	100 (Weighting 50% of the total exam mark)
Internal Moderator:	Mr Mzoxolo Gulwa
External Moderator:	Dr Noah Julius

Please read these instructions carefully

- This is an open book examination.
- Take note of the word limits for answers where these are given.
- You should start each question on a new page.
- Ensure that you number your questions correctly.
- This question paper consists of **3 pages** including the cover pages.
- The case study consists of **7** pages
- **Daimler Group: “Experiencing growth during difficult and interesting times”.**
- **Students must use the naming convention given for their answer book as follows.**
- First Name _Last Name_Student Number_MBA Exam Module Title Title_Date (dd_mm_yy)
- Example: Mpho_Nkosi_201036829_ MBA Competitive Strategy _30_ 03_ 22)
- Please make sure that your **laptops are fully charged** before the exam window period.
- We advise students to be at a location that has a **reliable internet access.**
- There is no number of pages limitation. Use font Arial 12, line spacing 1,15.
- All answer books and relevant attachments must be uploaded on **Blackboard**

Plagiarism

Please note that all exam answers will be submitted through the Turnitin similarity index to establish if there is a similarity. As this is an open book exam, you are required to use the UJ Harvard referencing style for all your assessments. A useful version of this referencing style guide is available from the University of Johannesburg website.

EXAM QUESTIONS

As an apprentice to the Daimler Group CEO, you are required to showcase your strategic thinking skills by addressing the questions and topics below. You are required to apply appropriate strategy frameworks/models, in addressing each of the questions below.

1. What do you think are the greatest macro environmental opportunities and threats for the Daimler Group, now and going into the future? **(20 marks)**
2. Which of Michael Porter's industry forces are creating problems for the auto industry and what are the implications for the Daimler Group? **(10 marks)**
3. Provide a critique of Daimler's Groups resources and capabilities and their potential to provide competitive advantage in an increasingly digitized consumer marketplace **(20 marks)**
4. *"To remain competitive, brands should meet consumers where and how they shop and develop sustainable marketplace strategies as part of a broader channel strategy"* – Briedis, et. al. 2020.
 - 4.1. What strategic options should the Daimler Group management team consider, to future-proof the passenger vehicles business and remain competitive in a changing environment? **(30 marks)**
 - 4.2. Present a customer value proposition for the passenger vehicles business, keeping in mind the customer and market insights discussed in the case **(20 marks)**

--oOo--