

Strategy & Marketing

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STRATEGY

1. The concept of big bang disruption refers to?
 - a) **The speed and magnitude of the disruption process**
 - b) The size of the industry where the disruption takes place
 - c) The number of the incumbents disrupted
 - d) The size of the incumbents disrupted

2. A harvesting strategy is designed for:
 - a) **maximizing the returns from a business unit which is suffering from intense competition and/or in a declining market**
 - b) spinning-off successful businesses when they reach maturity
 - c) minimizing the impact of a failure in a given business unit on the company
 - d) recalling critical assets from subsidiaries in order to generate cash flow for new investments

3. The Business Model Canvas is:
 - a) **designed for suggesting how to organize internal and external activities to properly deliver the value proposition of a company**
 - b) designed for properly identifying point of difference with competitors in a certain business area
 - c) designed for supporting brainstorming about the creation of new markets
 - d) designed to analyze the segmentation of the target market

4. A Red Ocean:
 - a) is an industry dominated by an incumbent company
 - b) **is the result of increased competition in a Blue Ocean market**
 - c) is characterized by the presence of a high number of small competitors
 - d) is often replaced by a Blue Ocean

5. According to the Resource Based View, a firm's ability to sustain a competitive advantage over time depends primarily on:
- a) the ability to use the company's resources and competences across different markets
 - b) the presence of valuable resources that are unique in a given market
 - c) the number of alternative businesses made possible by the resources and competences of the company
 - d) **the creation of isolating mechanisms protecting the company's resources and competences from imitation or substitution**
6. The main advantage of a related business portfolio is:
- a) **The sharing of resources and capabilities**
 - b) The cost reduction
 - c) The coordination of different businesses
 - d) The creation of internal capital markets
7. Which of the following actions fits the domain of business strategy:
- a) The acquisition of a startup or innovative small company
 - b) The estimation of the economic potential of a new market entry
 - c) **The positioning of the company's products to achieve a competitive advantage**
 - d) The decision to invest in different stages of the industry value chain
8. When a company decreases the level of up-ward vertical integration, its bargaining power relative to the suppliers will likely:
- a) Increase
 - b) **Decrease**
 - c) Decrease, but only in asset-intensive industries
 - d) Be not affected
9. For a resource to be a source of sustainable competitive advantage, it must be:
- a) Rare, non-imitable, non cumulative,
 - b) Valuable, non cumulative, and organized to capture value
 - c) Valuable, non-imitable, non-cumulative
 - d) **Valuable, rare, non-imitable, and organized to capture value**
10. In Porter's 5 forces framework, the threat of new entrants is low when:
- a) **The industry is characterized by high economies of learning**
 - b) The industry is characterized by a high number of substitute products
 - c) The industry is characterized by a large number of competitors
 - d) The industry is characterized by a low number of competitors

11. The PESTEL analysis is not:
- a) A structured approach to assess the potential impact, positive or negative, of external trends relevant to the company
 - b) A structured approach to assess the threats and opportunism that external factors generate for the company
 - c) **A process to develop business scenarios and the expected financial impact of a given strategy**
 - d) A model to support an educated approach to evaluate the impact of company's context on its current competitive advantage.

STARTUPS AND ENTREPRENEURIAL STRATEGY

12. Generally, startups collect funds:
- a) **Before from informal investors and then from formal investors**
 - b) Before from formal investors and then from informal investors
 - c) In first stance, from Private Equity funds
 - d) All of the above are very likely true
13. Before seeking for an investment, a startup very likely should:
- a) Have achieved profit.
 - b) Have recorded revenues.
 - c) **Have developed a prototype or MVP tested with potential customers.**
 - d) None of the above.

MARKETING

14. If the automotive market is segmented into (i) SUVs, (ii) trucks, (iii) wagons, (iv) sports cars, and (v) vans, what segmentation approach is adopted?
- a) By customer characteristics
 - b) By customer behaviours
 - c) **By product**
 - d) By customer needs
15. Positioning changes can be influenced by:
- a) The demand
 - b) The environment
 - c) The competition
 - d) **All of the above**
16. An example of an endorsed brand is:
- a) **Polo by Ralph Lauren**
 - b) Procter & Gamble
 - c) Nike Air Jordan
 - d) Samsung

17. Which of the following does not affect pricing?

- a) The cost structure
- b) The product lifecycle stage
- c) The competitive system
- d) **Communication activities**

18. The development of a public relations structure is typical of companies operating in the market:

- a) B2C
- b) **B2B**
- c) E-commerce
- d) All of the above

19. The distribution strategy for fast-moving consumer goods is usually:

- a) Exclusive
- b) **Intensive**
- c) Selective
- d) None of the above

20. Having a customer elasticity to price equal to 0 implies:

- a) Any change in price is matched by an equal change in the quantity demanded
- b) **The quantity demanded does not change when the price is changed**
- c) Large changes in price cause small changes in the quantity demanded
- d) None of the above