# WEEK 1 - Quiz (ATTEMPT 1: 11/14)

QUIZ 1.1

Which of the following does not represent a “decisive factor” for strategy according to Sun Tzu?

Be creative.

Deceive the enemy.

Be flexible.

Surprise the enemy.

QUIZ 1.2

Which of the following features does not characterize a strategic decision?

Long term view.

Requirement of many resources.

Significance.

Non scalability.

QUIZ 1.3

A strategic decision:

does not take into account the external context where the company operates.

does not influence a company’s performance.

defines the domain in which tactical decisions are made.

shall necessarily come from a formal and structured strategic planning process.

QUIZ 1.4

Which of these variables cannot provide a quantifiable definition of strategic performance?

Sales.

Investments.

Motivations.

Profits.

QUIZ 1.5

In a technology-driven approach:

customers are involved starting from the design of the product/service.

the company’s value proposition strongly relies on its ability to pursue technological innovation.

customers are not involved in conceiving the product/service, but they are considered as active subjects.

customers do not determine the product/service success on the market.

QUIZ 1.6

Which of the following statements is correct?

Each SBU covers two or more business areas.

If the company operates in only one market, Corporate Strategy and Business Strategy levels overlap.

Decisions concerning investments in each organizational function pertain to Corporate Strategy.

Business areas’ boundaries are always easily identifiable and are not subject to changes over time.

QUIZ 1.7

Which of the following alternative represents the right logical order for strategy formulation at a business level?

Orientation-analysis-implementation-control-decision.

Analysis-decision-implementation-control-orientation.

Orientation-analysis-decision-implementation-control.

Analysis-orientation-decision-implementation-control.

QUIZ 1.8

Which of the following dimensions is not mapped in Abell space?

Market attractiveness.

Customer functions.

Different technologies.

Customer groups.

QUIZ 1.9

Which of the following statements is correct?

Business strategy shall be formulated in a deliberate rather than emergent way.

Business strategy leaves no room for the entrepreneur’s acumen and creativity.

Business strategy formulation may not be a waterfall process.

Business strategy shows no relationship with the notion of tactics.

QUIZ 1.10

Which of the following statement is wrong about the SWOT Analysis?

SWOT considers environmental opportunities and threats.

SWOT allows to compare a company’s characteristics with those of competitors.

SWOT focuses on a single business area.

SWOT is not a differential analysis.

QUIZ 1.11

SWOT analysis adopts the following perspectives:

internal and external analysis are performed from the same standpoint.

internal analysis considers the average player in the industry while external analysis considers the company’s view on the industry.

internal analysis is subjective while external analysis is possibly objective.

external analysis focuses on trends outside of the business area while internal analysis considers only your company’s strengths and weaknesses.

QUIZ 1.12

SWOT analysis:

supports the process of strategic alternatives generation.

allows formulating a proper Corporate strategy.

favors results of internal analysis rather than those coming from the external analysis.

could be avoided if at least one of contexts it analyzes (external or internal) remains stable.

QUIZ 1.13

Which of the following statements is wrong about competitive advantage?

It may be based on effectiveness.

It stems from internal characteristics.

It must be calculated in terms of margin.

It may be based on value.

QUIZ 1.14

Strategic planning is divided into:

two levels (Corporate and Business Unit).

three levels (Corporate, Business Unit and Functional).

a single level (Board of Directors).

one level per each division of function.

# WEEK 2 - Quiz (Attempt 1: 4/5)

QUIZ 2.1

According to the Five Forces Model, entry barriers:

refer to the force “threat of substitute products”.

do not depend on the capital requirement necessary to enter a market.

do not depend on the scale economies characterizing a market.

reduce the “threat of new entrants”.

QUIZ 2.2

According to the Five Forces Model:

the intensity of the five forces is directly proportional to market attractiveness and profitability.

the competitive forces should be evaluated when analyzing the external environment at a functional level.

extended rivalry allows to evaluate the impact determinants that go beyond internal competition have on performance.

different companies operating in the same business area always judge its attractiveness differently, because of their firm-specific perspective taken in its application.

QUIZ 2.3

Threat of substitutes refers to:

product innovations within the same business area.

physical products only (and not to services).

products coming from different business areas, but which satisfy the same needs.

products coming from different business areas, but which satisfy complementary needs.

QUIZ 2.4

External strategy analysis:

allows to identify a company’s competitive advantage it holds in a given industry.

through the assessment of the five competitive forces, allows to orchestrate the management of a business portfolio at a Corporate level.

focuses on the identification of the market’s critical success factors.

is a key step of the strategy formulation process at a Strategic Business Unit level.

QUIZ 2.5

The Five Forces:

is mutually compared to other external strategy analysis models.

supports a strategy analysis of the contextual opportunities and threats.

do not depend on nor contribute to the overall strategy formulation process.

is an outdated model, which correspond to an obsolete view of strategy.

# WEEK 3 - Quiz

QUIZ 3.1

Internal strategy analysis:

is not part of the strategy formulation process.

focuses on the identification and analysis of competitive differentials.

aims at identifying opportunities and threats a company will face.

has the objective to evaluate the average attractiveness of an industry.

QUIZ 3.2

Within the Value Chain model:

primary activities operationally take care of the input-output transformation.

infrastructure activities govern the company’s technological infrastructure.

inbound logistics covers activities like suppliers selection.

support activities are unrelated to primary activities.

QUIZ 3.3

The Value Chain model:

is applied with the viewpoint of the average market player.

represents a fundamental tool to support external strategy analysis.

allows to assess the potential existence of a competitive advantage held by a company.

considers cost differentials alone.

QUIZ 3.4

Which of the following steps is not to be considered when addressing cost differentials within the single activities of a Value Chain?

Identification of significant activities

Analysis of opportunities and threats related to such activities

Evaluation and quantification of costs

Identification of cost determinants

QUIZ 3.5

Which of the following statement is false?

Through overstretch, a plant can hugely increase its production capacity.

A wrong demand forecast may influence average cost per unit of production.

When production is set at the target capacity, average cost per unit is minimum.

Average cost per unit grows in conditions of under-saturation.

QUIZ 3.6

The identification of cost competitive advantage:

allows to highlight the drivers of effectiveness.

requires the gathering and analysis of qualitative and quantitative information to support performance analysis.

should focus on a single firm, and does not necessarily require a benchmarking with competitors.

supports the identification of a company’s strengths and weaknesses that belongs to the external strategy analysis process.

QUIZ 3.7

Which of the following costs could not be considered a transaction cost?

Supplier selection cost.

Production cost.

Legal cost of contracts.

Vendor rating cost.

QUIZ 3.8

Which of the following element is not a driver of value competitive advantage?

Flexibility.

Service level.

Asset productivity.

Time-to-market.

QUIZ 3.9

The strategy formulation process at a Business level:

forces management to formalize its strategic decision-making process around a number of logical steps.

provides a general input to the Corporate strategy level.

is a one-shot activity that should be carried out when the company is established, so as to determine its underlying strategy.

does not encompass strategy implementation.

# WEEK 4 - Quiz

QUIZ 4.1

Which of the following aspect is not covered by Corporate strategy?

Level of vertical integration.

Capacity saturation.

Product scope.

Internationalization.

QUIZ 4.2

Corporate Strategy:

has the ultimate goal of creating operational synergies.

considers the bank effect as an advantage operationally similar SBUs enjoy.

should decide to constitute either a fully correlated or a fully conglomeral portfolio.

may reflect corporate managers’ willingness to extend the company’s reach in a search for power.

QUIZ 4.3

Which of the following aspect is not a goal of Corporate Strategy matrixes?

To support the choice of a business portfolio (Corporate Strategy definition).

To analyze the competitive advantage coming from the managing of a SBU’s portfolio.

To analyze the corporate strategies of competitors.

To identify how to allocate resources to business units’ functions.

QUIZ 4.4

What is the right virtuous lifecycle proposed by the BCG Matrix?

Dog-Cash Cow-Star-Question Mark.

Question Mark-Cash Cow-Star.

Question Mark-Star-Cash Cow-Dog.

Start-Dog-Cash Cow-Question Mark.

QUIZ 4.5

Which of the following aspects represents a difference between the BCG and the GE-McKinsey matrixes?

The GE-McKinsey matrix does not consider resources allocation.

The BCG Matrix classifies SBU with an approach similar to that of a SWOT, while the GE-McKinsey matrix doesn’t.

The BCG Matrix, contrarily to the GE-McKinsey matrix, focuses on verifying the “bank effect”.

The GE-McKinsey provides specific strategic guidelines for portfolio management, while the BCG doesn’t.