Strategy & Marketing Written Exam Academic Year: 2020-2021 Prof. Davide Chiaroni

Multiple Choice Test January 18th, 2021 Examination Session Time allowed: 30 minutes

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1.Which of the following statements about the Strategic Business Unit (SBU) is WRONG:. Один вариант.

(Баллов: 1.5)

An SBU must carry out a defined group of products, which are aimed at a specific group of customers

An SBU must have distinct and divergent objectives compared to those of the company

An SBU must have clearly defined competitors

2.Which of the following is not a common business plan fallacy?. Один вариант.

(Баллов: 1.5)

Business plans can perfectly predict the future

Business plans shall be based on rigorous multidisciplinary methodologies

Business plans should not change when applied to incumbents or startup

Business plans are reliable irrespectively of the data they are based on

3.How are digitally-based disruptive innovations adopted compared to traditional innovations?. Один вариант.

(Баллов: 1.5)

Their adoption is much quicker than traditional ones

Their adoption is quicker than traditional innovations, but slower than other disruptive innovations

Their adoption is much quicker than traditional ones, as long as trial users are the majority

4.Why do successful companies often fail or strongly downsize after their period of success?. Один вариант.

(Баллов: 1.5)

Successful companies attempt to achieve too ambitious objectives and this leads to failure

Successful companies attempt to enter unknown business areas and this leads to failure

Successful companies tend to replicate their business model and this leads to failure

5.Which of the following statements about startups’ investors is WRONG?. Один вариант.

(Баллов: 1.5)

Business Angels may operate in group

Venture Capitalists are professional and formal investors

Venture Capitalists have a strict due diligence process before investing

None of the options above

6.Which of the following is NOT a positioning critical success factor:. Один вариант.

(Баллов: 1.5)

Delimited and defined

Simple and clear

Broad and comprehensive

Directed to a specific customer segment

7.The three key steps for assessing a cost leadership advantage are:. Один вариант.

(Баллов: 1.5)

Identify the costs generating the lowest value for customers, identify activities for each cost, externalize those activities to external suppliers

Identify the activities generating the most “relevant” costs, identify the specific cost drivers for each activity, identify opportunities for cost reduction

Identify the most important products/services in terms of revenues, rank the products/services based on the weight of fixed costs, identify opportunities for cost reduction by removing those products/services with the lowest fixed costs

8.According to the Resource Based View, a firm’s ability to sustain a competitive advantage over time depends primarily on:. Один вариант.

(Баллов: 1.5)

The availability of intangible resources

The availability of tangible or intangible resources, as long as they are hard to imitate or substitute

The availability of tangible or intangible resources, as long as they are rare and valuable

9.In communication, which of the following statements about “earned media” is CORRECT?. Один вариант.

(Баллов: 1.5)

The company pays third parties to acquire media space

The company creates its own media to advertise

Consumers create and share content related to a company

Third parties purchase space on the company media

10.A sustainable competitive advantage:. Один вариант.

(Баллов: 1.5)

Is based on a differentiation advantage that can be hardly overcome by competing companies

Reflects a favourable foreseen external context where the stability of conditions makes the competitive advantage achieved by the company stable over time

Has to be continuously nurtured by the company for supporting its presence in the long term

11.In Porter’s 5 forces framework, the suppliers’ bargaining power depends on:. Один вариант.

(Баллов: 1.5)

The legal requirements needed to operate in a given industry or market

A technological innovation registered in an international patent office

None of the above

12. In a multi-domestic model of international expansion:. Один вариант.

(Баллов: 1.5)

The relevance of local responsiveness is greater than the relevance of competition coming from multinational and global players

The relevance of local responsiveness is greater than the need for duplicating activities in each country

The relevance of local responsiveness is at its highest due to the strength of local competitors

13.A customer journey is:. Один вариант.

(Баллов: 1.5)

A way to connect with people who previously interacted with your website or digital property

The set of activities to target users with relevant content based on user data

The path the customers go through in engaging with a company

The set of activities the company needs to perform to meet customer expectations at each touchpoint

14.Minimum Viable Products:. Один вариант.

(Баллов: 1.5)

Concretize falsifiable hypotheses

Can be replaced by market research

Should not be used in B2B settings

Are good to test digital services, not physical products

15.Which of the following alternatives best describes the “core” of a business plan for a startup company?. Один вариант.

(Баллов: 1.5)

Executive Summary

Financial Plan

Product & Services Section

Strategic Plan

16.Which of the following is NOT a benefit of segmentation:. Один вариант.

(Баллов: 1.5)

Higher control on marketing actions

Greater focus of company resources and professionals

Fragmentation of advertising and promotion costs

Risk hedging

17.In strategy road mapping, strategic alternatives are assessed against the following conditions:. Один вариант.

(Баллов: 1.5)

The expected market growth and the expected profit margin of each alternative

The expected economic return and the expected implementation problems of each alternative

The expected revenues and the expected costs of each alternative

18.Which of the following is NOT a benefit of e-commerce strategy?. Один вариант.

(Баллов: 1.5)

Greater role of intermediaries

Possibility to create market for niche products

Possibility to reach new customers

Direct control of the final market

19.Which of the following statements about startups’ valuation is CORRECT?. Один вариант.

(Баллов: 1.5)

Post-money valuation refers to the approximate market value given to a startup after a round of financing

Post-money valuation refers to the approximate market value given to a startup after founders’ exit the company

Pre-money valuation refers to the approximate market value given to a startup after a round of financing

None of the options above

20.A Blue Ocean Strategy is based on:. Один вариант.

(Баллов: 1.5)

The search of one or more profitable segments of customers within existing markets not yet properly targeted by incumbents

The search for target customers different from those currently addressed by incumbents in a given segment

The search for new market segments not yet targeted by incumbents, because in a stage of development close to early emergence.

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