

I, I02.1.00

**Business Administration**  
*Introduction and Fundamentals*

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**Question sheets**

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Number of pages including cover: 18  
Maximum score: 180  
Time: 180 minutes

1	<b>MULTIPLE-CHOICE QUESTIONS</b>	90
	<p>Answer all questions on the included multiple-choice answer sheet.  <b>Only answers on the multiple-choice answer sheet will be considered!</b></p> <p>The exam contains two types of questions:</p> <p>Questions with <b>just one correct answer</b> (indicated with: <i>tick only one answer</i>)</p> <ul style="list-style-type: none"> <li>There are <b>three potential answers</b> in each case (a, b, c).</li> <li>You get one point (+1) for a <b>correctly</b> placed mark.</li> <li>If there is <b>more than one</b> mark or the mark is on the <b>incorrect answer</b>, the question is graded with <b>zero points</b>.</li> <li>Thus, <b>one point</b> can be achieved in these questions.</li> </ul> <p>Questions with <b>multiple answers possible</b> (indicated with: <i>multiple answers possible</i>)</p> <ul style="list-style-type: none"> <li>There are <b>four potential answers</b> in each case (a, b, c, d).</li> <li><b>One or more of these four answers</b> could be correct.</li> <li>A half-point will be awarded for each <b>correctly</b> placed mark and for each square that was correctly left empty (+½).</li> <li>A half-point will be deducted for each <b>incorrectly</b> placed mark and for each square incorrectly left empty (-½).</li> <li>In <b>total</b>, <math>4 \times \frac{1}{2} = 2</math> <b>points</b> can be achieved on these questions. A question is <b>not graded with fewer than zero points</b>.</li> </ul>	
1.1	<b>Business processes and marketing concept</b>	8
1.1.1	<p>How can benefit be defined?  (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The ability of a good to increase sales volume.</li> <li>b) The ability of a good to generate profit.</li> <li>c) The ability of a good to satisfy a specific need.</li> </ul>	1
1.1.2	<p>Which statement about the GRI standards is correct?  (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) These are guidelines for sustainability reporting by organizations.</li> <li>b) These are legally binding sustainability reporting requirements.</li> <li>c) The use of the GRI standards by an organization means that it is acting sustainably.</li> </ul>	1
1.1.3	<p>What is <u>not</u> a difference between a non-governmental organization like WWF and a profit-oriented company like Roche?  (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The characteristic of being a socio-technical system that provides services for third parties.</li> <li>b) Profitability</li> <li>c) Clarity about the ownership of the company.</li> </ul>	1

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1.1.4	Which is <u>not</u> a behavioral outcome from the perceived customer benefit (customer value)? (tick only one answer)  a) Recommendation b) Customer satisfaction c) Repeat purchase	1
1.1.5	A small café has the possibility to buy coffee beans from different suppliers, including larger coffee producers. However, the café chooses to purchase coffee beans exclusively from small, local suppliers. What economic concepts best explain this decision? (multiple answers possible)  a) Achieving economies of scale through local suppliers, resulting in lower prices due to a critical company size. b) Stabilization of the value chain through proximity to suppliers. c) Risk diversification through supplier diversity. d) Promote sustainable business practices via short delivery distances and regional roots.	2
1.1.6	Which elements are necessary for the direct determination of the customer value? (multiple answers possible)  a) Relative perceived willingness to pay b) Relative perceived costs c) Relative perceived benefit d) Relative perceived value added	2
<b>1.2</b>	<b>Market analysis</b>	<b>8</b>
1.2.1	Which market type or constellation is involved when consumers leave reviews of restaurants on a website? (tick only one answer)  a) Business-to-Business b) Administration-to-Consumer c) Consumer-to-Business	1
1.2.2	Which level from Maslow's hierarchy of needs is involved when a person undertakes an educational trip to a foreign country to broaden his or her cultural horizon and gain new experiences? (tick only one answer)  a) Love and belonging b) Self-actualization c) Esteem	1
1.2.3	Which element of the S-O-R model represents the individual characteristics and psychological processes of a consumer? (tick only one answer)  a) Stimuli b) Organism c) Response	1

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1.2.4	<p>How are elements designated in an impact matrix that have little influence on other elements (low active sum) but are themselves strongly affected by other elements (high passive sum)? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Critical elements</li> <li>b) Reactive elements</li> <li>c) Active elements</li> </ul>	1
1.2.5	<p>A company in the electronics industry offers innovative smartphones. The total number of potential buyers, who are considered as demand drivers for such products, is 1,000,000 (assumption: sales of one product per buyer and per year). The company's current sales amount to 100,000 units per year. The industry as a whole sells 500,000 smartphones annually. Based on this information, which of the following statements is correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) The market volume corresponds to 500,000 units per year.</li> <li>b) The market potential is 100,000 units per year.</li> <li>c) The market capacity is 1,000,000 units per year.</li> <li>d) The company's market share is 10%.</li> </ul>	2
1.2.6	<p>A retired person learns to ride a motorcycle and buys a Harley-Davidson motorcycle. How is this evaluated from the perspective of consumer behavior research? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) This is an expression of the development toward a transformation society.</li> <li>b) The person needs a cheaper means of transportation after retirement.</li> <li>c) It is a phenomenon of reducing the distance between current and desired self-concept.</li> <li>d) This is an expression of the development toward a service society.</li> </ul>	2
<b>1.3</b>	<b>Marketing strategy</b>	<b>8</b>
1.3.1	<p>What is one component of the dynamic objectives that will ensure the longer-term ability to achieve the static marketing objectives? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Innovation activities</li> <li>b) Customer expectations</li> <li>c) Product quality</li> </ul>	1
1.3.2	<p>Which statement about the requirements for market segmentation characteristics is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The segmentation criteria should be meaningful, especially in the short term, in order to be able to generate value quickly.</li> <li>b) The segments should be delineated in such a way that they are heterogeneous in terms of purchase behavior and homogeneous among themselves.</li> <li>c) It must be possible to measure the segments using market research methods.</li> </ul>	1

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1.3.3	<p>Which statement about the optimal degree of segmentation is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) In the state of optimal segmentation, the "costs" of the loss of profit due to non-segmentation are lowest.</li> <li>b) In the state of optimal segmentation, the segmentation costs are lowest.</li> <li>c) In the state of optimal segmentation, the overall costs of segmentation are lowest.</li> </ul>	1
1.3.4	<p>Which statement about positioning is <u>not</u> correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Reactive positioning uses "exploratory" market research methods.</li> <li>b) The semantic differential is a way of illustrating positioning.</li> <li>c) Positioning can be influenced by specific marketing measures to promote the desired customer perception.</li> </ul>	1
1.3.5	<p>Which statements about customer loyalty are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) In the case of subsequent purchases from other customers, this is also referred to as share of wallet.</li> <li>b) By increasing repeat sales, existing potential can be preserved.</li> <li>c) A lock-in situation is created by printer manufacturers when only specific ink cartridges are compatible with the printers.</li> <li>d) The main tasks of customer retention are to retain or expand potential.</li> </ul>	2
1.3.6	<p>Which statements about the use of marketing instruments in the marketing mix are true? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) After-sales service is an important marketing tool in the usage phase of a purchase process.</li> <li>b) The use of instruments depends on the maturity of the industry.</li> <li>c) In the customer acquisition phase for a market segment, the main focus is on product design (product).</li> <li>d) If the aim is to extend customer potentials, the emphasis is likely to be mainly on communication (promotion).</li> </ul>	2
<b>1.4</b>	<b>Product design</b>	<b>8</b>
1.4.1	<p>In Kotler's system of conception levels, which aspect of air travel relates to the augmented product? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The free in-flight meal.</li> <li>b) Air travel in itself, which provides transportation from one place to another.</li> <li>c) A seat on board the aircraft.</li> </ul>	1

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1.4.2	<p>What type of economies describes a company's ability to reduce its overall costs by combining a wide range of products in its business structure? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Economies of scale</li> <li>b) Economies of scope</li> <li>c) Economies of learning</li> </ul>	1
1.4.3	<p>What is the optimal order quantity of pizzas for your shared flat with a purchase price of CHF 5 per unit, ordering costs of CHF 50, a storage cost rate of 10% and an annual demand of 200 pizzas? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) 200</li> <li>b) 63.25</li> <li>c) 40</li> </ul>	1
1.4.4	<p>Which statement about the "Layer Player Model" regarding the role of a company in a value chain is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) A company combines different performance elements of a value-creation process.</li> <li>b) A company masters all value-adding stages of a value-creation process.</li> <li>c) A company is a specialist in the delivery of a value-adding stage for different added-value chains.</li> </ul>	1
1.4.5	<p>Which of the following statements about the characteristics of services are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) The involvement of the external factor is at least partially beyond the control of service provider management.</li> <li>b) Intangibility of services does not allow storage.</li> <li>c) The intangibility of services reduces the risk for customers.</li> <li>d) The principle of uno actu implies the involvement of the customer in the creation of the service.</li> </ul>	2
1.4.6	<p>What are typical features of digital products such as apps? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Low costs for development thanks to so-called "sunk costs".</li> <li>b) Low costs for production and distribution ("zero marginal costs").</li> <li>c) Iterative process logic with mixing of development and usage.</li> <li>d) Network effects tending toward "natural monopolies".</li> </ul>	2
<b>1.5</b>	<b>Pricing, communication, distribution</b>	<b>8</b>
1.5.1	<p>Which statement about neoclassical pricing theory is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) A vacation trip is an example of a price inelastic good.</li> <li>b) Price increases are often worthwhile for goods such as electricity due to inelastic demand.</li> <li>c) Coffee, for example, is considered a price elastic good.</li> </ul>	1

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1.5.2	<p>A customer previously bought smartphones in the CHF 400 price segment. He sees an offer for a smartphone that normally costs CHF 600 but is now available for CHF 250. How could his reaction to the offer be best described according to the assimilation contrast theory if his range for assimilation is between CHF 300 and CHF 500? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The customer will reject the offer because he perceives it as irrelevant.</li> <li>b) The customer will accept the offer as it is below his internal reference price, but at the same time adjust it downward.</li> <li>c) The customer will accept the offer as it is above his internal reference price and adjust it upward at the same time.</li> </ul>	1
1.5.3	<p>What distribution strategy is used by a company like Miele, which offers its household appliances for sale in chosen stores? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Selective distribution</li> <li>b) Intensive distribution</li> <li>c) Exclusive distribution</li> </ul>	1
1.5.4	<p>Which marketing instrument from the marketing mix (4P) directly influences customer value? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Price</li> <li>b) Place</li> <li>c) Promotion</li> </ul>	1
1.5.5	<p>Which of the following statements about the marketing mix are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Many marketing mixes today are often digitally reproduced and recombined (so-called "remixes").</li> <li>b) The marketing mix stands for the qualitative and quantitative selection of instruments to achieve strategic and operational goals.</li> <li>c) A marketing mix is often detailed and budgeted over the course of the year as part of a marketing plan.</li> <li>d) The marketing mix can be understood as an alternative representation of the customer buying cycle (process perspective).</li> </ul>	2
1.5.6	<p>Which of the following questions are part of the planning model for communication? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) How much?</li> <li>b) Wherefore?</li> <li>c) Why?</li> <li>d) When?</li> </ul>	2

<b>1.6</b>	<b>Controlling and innovation</b>	<b>5</b>
1.6.1	<p>According to the innovation cube, what type of innovation did Uber represent when it was founded as a ride-hailing company in 2009? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Product innovation</li> <li>b) Market innovation</li> <li>c) Business model innovation</li> </ul>	1
1.6.2	<p>Which of the following equations is correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Contribution margin II + part-variable costs + variable manufacturing costs = net turnover</li> <li>b) Contribution margin III – part-variable costs = net profit</li> <li>c) Net profit + corporate fixed costs = contribution margin III</li> <li>d) Net turnover - contribution margin I = contribution margin II</li> </ul>	2
1.6.3	<p>Which statements about the innovation process are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) The first three phases of a typical performance innovation process consist of basic research, testing ideas, and applied research.</li> <li>b) The final three phases of a typical performance innovation process consist of product/service design, introduction and growth/differentiation.</li> <li>c) A pull innovation is an innovation driven by the supply side.</li> <li>d) As long as a novel idea spans the individual phases of a typical performance innovation process and has not yet reached the introduction phase, it is an invention.</li> </ul>	2
<b>1.7</b>	<b>Management and management models</b>	<b>8</b>
1.7.1	<p>Which statement about the St.Gallen Management Model is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The first-generation St.Gallen Management Model consists of the parts business model, environmental model and management model.</li> <li>b) In the second-generation St.Gallen Management Model, the normative, strategic and operational dimensions were introduced.</li> <li>c) The task perspective represents an important innovation of the third-generation St.Gallen Management Model.</li> </ul>	1
1.7.2	<p>Which statement of the St.Gallen approach to integrative management is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Cybernetics deals with the problem of "groupthink".</li> <li>b) Ashby's Law states that a control system should be as simple as possible to allow effective control.</li> <li>c) Bleicher describes the company as a socio-technical system.</li> </ul>	1



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1.7.3	<p>What is an exemplary type of network for representing systems? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Wave network</li> <li>b) Honeycomb network</li> <li>c) Mesh network</li> </ul>	1
1.7.4	<p>What is a form of corporate linkage according to Thommen et al.? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Consortium</li> <li>b) Franchising</li> <li>c) Licensing</li> </ul>	1
1.7.5	<p>What are characteristics of complex systems? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Linearity</li> <li>b) Tilting effects</li> <li>c) Structural instability</li> <li>d) Seriality</li> </ul>	2
1.7.6	<p>Which statements about the phases in the business cycle are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) A company is in the seed phase when it attempts to obtain financing through a first round of venture capital.</li> <li>b) A company in the startup phase is looking for support with launching its first product on the market.</li> <li>c) If financing via an initial public offering (IPO) is considered, a company is in the expansion phase.</li> <li>d) Business angels are potential partners in the early growth phase.</li> </ul>	2
<b>1.8</b>	<b>Decisions and communications</b>	<b>8</b>
1.8.1	<p>What is the correct sequence to each decision-making phase? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Make decision, ensure decision-making capacity, identify decision necessity, implement decision</li> <li>b) Identify decision necessity, ensure decision-making capacity, make decision, implement decision</li> <li>c) Ensure decision-making capacity, identify decision necessity, make decision, implement decision</li> </ul>	1
1.8.2	<p>Which is <u>not</u> a prerequisite of effective organizational decision-making? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Clarification of the desired safety level</li> <li>b) Clarification of participation expectations</li> <li>c) Clarification of target groups</li> </ul>	1

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1.8.3	<p>The international governmental organization UN assumes from a reference scenario that the average global temperature will rise by 4 degrees Celsius by the end of this century without emission reduction measures. If, on the other hand, strong emission reduction measures are considered, an increase in global warming could be limited to below 2 degrees Celsius. What type of decision is involved when the UN decides on measures to combat climate change?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Simple decision</li> <li>b) Complicated decision</li> <li>c) Complex decision</li> </ul>	1
1.8.4	<p>Which of the following management or communication platforms has the deepest level of formalization and routinization?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Spontaneous exchange</li> <li>b) After-work drinks</li> <li>c) Coffee break</li> </ul>	1
1.8.5	<p>Which of the following statements about decisions in companies are correct?</p> <p>(multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) The "Business Judgment Rule" is used in courts of law.</li> <li>b) Often, seemingly small decisions can have a major strategic impact.</li> <li>c) In most cases, the success of decision alternatives can be well estimated.</li> <li>d) Decisions in organizations are subject to uncertainty.</li> </ul>	2
1.8.6	<p>A company would like to evaluate individual alternative courses of action by means of a decision tree. Thus, for a first-time market entry into Spain (variant A), a good development is forecast with a probability of 45% (expected return on investment (ROI) of 22.8%) and a poor development is expected with a probability of 55% (expected ROI of 19.5%). Variant B of a new product launch should have a 60% chance of developing well (expected ROI of 24.0%) and a 40% chance of developing poorly (expected ROI of 17.0%). Which statements about the two variants are correct?</p> <p>(multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Variant A is to be chosen because its expected value of ROI is higher than that of variant B.</li> <li>b) Variant B is to be chosen because its expected value of ROI is higher than that of variant A.</li> <li>c) The expected value of ROI of variant A is 20.1%.</li> <li>d) The expected value of ROI of variant B is 21.2%.</li> </ul>	2
<b>1.9</b>	<b>Strategy and development modes</b>	<b>8</b>
1.9.1	<p>Which of the following statements about strategies is <u>not</u> correct?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Strategy is the way to achieve goals as a company.</li> <li>b) Strategy is geared toward continuous corporate growth.</li> <li>c) Strategy is to ensure competitiveness.</li> </ul>	1

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1.9.2	<p>What kind of field in the BCG matrix is it if a strategic business area has low market share despite high growth? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Question Mark</li> <li>b) Pet</li> <li>c) Cash Cow</li> </ul>	1
1.9.3	<p>L'Oréal is pursuing an external growth strategy by means of M&amp;A activities. Which is <u>not</u> a reason in favor of M&amp;A? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Access to new markets.</li> <li>b) Reduction of own corporate risk through acquisition of other companies.</li> <li>c) Strengthening the market position.</li> </ul>	1
1.9.4	<p>Which guiding principle applies to efficiency? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Doing things right.</li> <li>b) Doing the right things.</li> <li>c) Not doing the wrong things.</li> </ul>	1
1.9.5	<p>The term "organization" is used in many different ways. What are typical perspectives? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Normative perspective: organizations organize organizations.</li> <li>b) Incremental perspective: organizations have organs.</li> <li>c) Creative perspective: organizations are organized.</li> <li>d) Instrumental perspective: organizations have an organization.</li> </ul>	2
1.9.6	<p>Which statements about the emergence of corporate crises are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) An revenue crisis can quickly develop into a strategic crisis, which ultimately culminates in a liquidity crisis.</li> <li>b) A liquidity crisis is reflected, among other things, in increased recourse to liquidity reserves.</li> <li>c) Corporate crises can always be seen as a sign of management failure.</li> <li>d) A strategic crisis is often based on an unclear business model and a lack of competitive advantages.</li> </ul>	2
<b>1.10</b>	<b>Structure and culture</b>	<b>8</b>
1.10.1	<p>Which statement about the location of structure in the St.Gallen Management Model is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Structures are rules that provide orientation for members.</li> <li>b) The guiding principle is "Strategy follows Structure".</li> <li>c) Structure and culture do not influence each other.</li> </ul>	1

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1.10.2	<p>How do subcultures emerge in an organization? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) For example, when professionals form their own professional cultures due to increasing specialization.</li> <li>b) When an organization does not have an organizational culture.</li> <li>c) When an organization does not have a structure.</li> </ul>	1
1.10.3	<p>Which statement about economic effects in the design of organizational structures is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) If economies of scope can be achieved, the line-staff organization is a good way of combining production activities that are as similar as possible.</li> <li>b) If a company is operated on the basis of a franchising system, a matrix organization should be implemented so that this largely independent unit can provide services on its own.</li> <li>c) Hospitals often have a divisional line-staff organization to more efficiently achieve learning effects by bundling specific treatments by specialty at one site.</li> </ul>	1
1.10.4	<p>Which field of Deal and Kennedy's typology of culture is involved when there is a high risk propensity in a company with a simultaneous fast feedback speed? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Tough-Guy-Macho Culture (All or Nothing Culture)</li> <li>b) Bet-Your-Company Culture (Analytical Project Culture)</li> <li>c) Work-Hard-Play-Hard Culture (Bread and Circuses Culture)</li> </ul>	1
1.10.5	<p>How does a network organization differ from the other organizational structures? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) It requires more specialization than the other structures.</li> <li>b) It consists largely of independent units.</li> <li>c) It requires a higher number of employees.</li> <li>d) It is characterized by a high degree of decision-making autonomy.</li> </ul>	2
1.10.6	<p>Which of the following statements about Schein's model of culture levels are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) An organizational culture can be managed and developed very precisely by changing artifacts.</li> <li>b) The level of collective values is also referred to as the proclamation level because it involves values that are often captured in a mission statement.</li> <li>c) According to Schein, an organizational culture is based on the lowest, invisible level of so-called basic premises.</li> <li>d) An organizational culture is completely intangible: The focus is on values and the corresponding behaviors.</li> </ul>	2

1.11	<b>Leadership and governance</b>	8
1.11.1	<p>Which of the following examples can be assigned to McGregor's Theory X of concepts of the human being? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) A call center manager uses tight time tracking and performance metrics to ensure employees are handling calls efficiently and not wasting time.</li> <li>b) A leader in a startup wants to create a flexible and innovative environment where employees can actively contribute to the company's development.</li> <li>c) A manager at an advertising agency wants to give employees the freedom to develop their creative ideas and shape their own work processes.</li> </ul>	1
1.11.2	<p>Which of the following describes a delegative leadership style? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The leader decides, but organizes a question and answer session for the employees to ensure their acceptance and conviction.</li> <li>b) The leader presents the problem and defines the limits as well as the scope for decision-making; the group then decides.</li> <li>c) The leader asks others for their opinions and suggestions and then decides on a definitive option.</li> </ul>	1
1.11.3	<p>Which statement about the relationship between executive management and corporate governance is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) In the monistic system, the company is managed by a "board" consisting of "executive" and "nonexecutive members".</li> <li>b) In Switzerland, the dualistic system of corporate governance with an executive board and a supervisory board dominates.</li> <li>c) In the English-speaking world, the board of directors has nontransferable tasks but can delegate operational management to an executive management.</li> </ul>	1
1.11.4	<p>What is a hygiene factor according to Herzberg? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Work itself</li> <li>b) Status</li> <li>c) Progress/promotion</li> </ul>	1
1.11.5	<p>What are content theories of motivation? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Two-factor model according to Herzberg</li> <li>b) Valence-instrumentality-expectancy model according to Vroom</li> <li>c) Maslow's hierarchy of needs</li> <li>d) Theory X and Theory Y according to McGregor</li> </ul>	2

1.11.6	Which statements about human resources management are correct? (multiple answers possible) <ul style="list-style-type: none"> <li>a) In the process of human resources management, the sub-task of human resources development comes before staff motivation and remuneration.</li> <li>b) A typical hiring process goes like this: longlist, shortlist, assessment center, interview, in-depth checking regarding requirements, onboarding.</li> <li>c) Among other things, a monetary compensation system should be performance-based.</li> <li>d) Career planning is an important part of human resources development.</li> </ul>	2
<b>1.12</b>	<b>Environment and interaction issues</b>	<b>5</b>
1.12.1	Which is <u>not</u> an environmental sphere? (tick only one answer) <ul style="list-style-type: none"> <li>a) Culture</li> <li>b) Nature</li> <li>c) Society</li> </ul>	1
1.12.2	Which statements about Slater's "theories of the firm" are correct? (multiple answers possible) <ul style="list-style-type: none"> <li>a) Transaction cost theory emphasizes the question of which partial services should be provided by the company's own value creation and which not given that organizations are becoming increasingly specialized.</li> <li>b) Behaviorist theory seeks to ensure the cohesion of its stakeholders by generating sufficient customer value in competition to enable a sufficiently large market.</li> <li>c) Resource-based theory addresses the question of whether protectable competitive advantages of a company exist internally.</li> <li>d) The neoclassical theory wants to strive for a reasonable company size, so that economies of scope can be achieved in order to produce the own products in a cost-covering manner.</li> </ul>	2
1.12.3	Which of the following statements about the strategic stakeholder concept are correct? (multiple answers possible) <ul style="list-style-type: none"> <li>a) Relevant stakeholders are defined based on their power.</li> <li>b) The broader society can influence the company.</li> <li>c) Measures of success are viability and assertiveness of the organization.</li> <li>d) Conflicts of interest must be handled with particular attention to communication and fairness.</li> </ul>	2

2	<p><b>CASE STUDY QUESTIONS</b></p> <p><i>The questions have to be answered on the included sheets. If there is not enough space for your answers, use both sides of the answer sheet.</i></p> <p><i>If you do not find all the information in the case study text that you need to answer the questions, make assumptions as necessary. Name and briefly justify your assumptions.</i></p> <p><i>Hint: The questions are structured along the twelve modules of the course.</i></p>	90
	<p><b>numa</b></p> <p>Handelsblatt reported on September 26, 2023, that hotel startup NUMA successfully raised \$59 million from investors in another round of financing. In the process, the company was presumably valued at more than \$300 million. The company focuses on a complete digitalization of service processes – hotels are operated without staff present. Guests do not communicate with a person on site in case of questions or complaints, but online.</p> <p>The company manages hotels in various European business locations, including the NUMA Craft Apartments in Aussersihl, Zurich. In total, there are 66 locations in prime central locations in eight countries in Europe (see Table 1). The product consists of fully digitized boutique apartments with kitchens to small but modern and luxuriously furnished bedrooms where, for example, the smartphone replaces the room key.</p> <p>With the above-mentioned capital increase, which is a Series C financing round, NUMA secures funding for the further development of its "city travel model" and further expansion across Europe. A Series C funding round is a specific stage of capital raising for a startup company to fund further growth, expansion or other strategic goals. This round often follows when a startup has already reached a certain level of market maturity and can demonstrate sustainable growth.</p> <p>NUMA, founded in Berlin in 2019, sees itself as a leading European operator of fully-digitized boutique apartments and technology developer. NUMA offers fully digitized accommodation services that combine the advantages of the traditional hotel industry, such as 24-hour service, with those of short-term rental platforms like Airbnb in terms of flexibility. In addition, this can counteract a major problem in the hotel industry, the shortage of staff. Fully-digitized operating processes are intended to provide maximum customer benefit and cost savings at the same time. With its proprietary software, NUMA has been able to digitize more than 80% of its internal processes, from booking and room allocation to housekeeping, accounting and much more, contributing to better scalability and cost efficiency. At the same time, digitization also allows for the implementation of a modern dynamic pricing system (see Table 2), optimization of room occupancy to reduce vacancies, and less exposure to macroeconomic influences.</p>	

CEO Christian Gaiser describes the strategy as follows: "With its high-tech concept, NUMA offers a professional investment solution for the fragmented European hospitality market, especially with regard to properties in owner-operation. We have consistently expanded with NUMA into prime locations in the new markets in recent months and remain very optimistic for the remainder of the year, even in the current market environment. As such, we are planning massive expansions in existing markets and will now expand NUMA's presence in France, the UK, Ireland and the Nordic countries." The expansion is expected to lead to a presence in 90 European cities and increase the number of rooms offered from the current 4,500 to 15,000 rooms in 2027.

Countries	Cities
Belgium	Brussels
Germany	Berlin, Bonn, Bremen, Düsseldorf, Frankfurt, Hamburg, Munich
Italy	Florence, Milan, Rome
Norway	Oslo
Austria	Salzburg, Vienna
Switzerland	Zurich
Spain	Barcelona, Granada, Madrid, Seville
Czech Republic	Prague

Table 1: NUMA locations

Date (Sat-Sun)	Price per night for one person	
	NUMA (Tiny Suite)	Hotel Seidenhof (4 stars)
27.-28.01.2024	CHF 263	CHF 251
03.-04.02.2024	CHF 324	CHF 241
10.-11.02.2024	CHF 202	CHF 241

Table 2: Price comparison for an overnight stay from Saturday to Sunday at the Zurich location with a competitor

Sources: numastays.com; booking.com; Handelsblatt, Sep. 2023; htr.ch, Feb. 2023



<i>Part I</i>	<i>Case study</i>	<i>45</i>
2.1	a) Provide an example of the service chain for a city tourist and describe the individual functions or service elements, including the provision of services by NUMA.	4
	b) Outline the buying cycle of NUMA's customers. Name the different phases of the customer journey and show one relevant customer touchpoint per phase.	5
2.2	a) Identify and explain two opportunities and threats each for NUMA's lodging services.	4
	b) Make a recommendation as to whether NUMA should focus more on the B2C (business-to-consumer) or B2B (business-to-business) market by providing two pro arguments.	3
2.3	a) Develop a positioning for NUMA based on four relevant features or dimensions. Illustrate these using a semantic differential.	4
	b) NUMA has set itself the goal of expanding its existing customer retention potential. Name two possibilities, each with a concrete example, of how this can be achieved.	4
2.4	a) NUMA would like to diversify its product range vertically. Give two examples to achieve this goal.	2
	b) How does NUMA's performance concept take advantage of the various economic effects (or "economies")? Name three effects and give reasons.	3
2.5	a) Develop a pricing concept for NUMA by naming three typical types of static price determination and presenting three price differentiation measures for revenue optimization including one concrete example each.	6
	b) Which two strategies would be available to NUMA if it wanted to set the general price alternatively from a dynamic perspective? Name one advantage for each of the two strategies from the supplier's point of view.	4
2.6	Name the six elements that make up a business model, or that can be used to comprehensively describe a business model, and apply them to NUMA by providing a brief characterization for each element.	6

## Business Administration - Introduction and Fundamentals

<i>Part II</i>	<i>Case study</i>	<i>45</i>
2.7	a) In which phase of company formation is NUMA at the moment? Also, name two important management tasks for this phase.	3
	b) Explain which primary and which additional value NUMA creates. Name one primary value creation and two types of additional value creation.	3
2.8	a) As NUMA continues to grow, internal formalized and routinized communication platforms are becoming increasingly important. Name and explain two such platforms that are increasingly needed at larger companies due to their high degree of formalization and routinization.	4
	b) NUMA has to decide whether to open a hotel in New York (USA) as well. Is this a simple decision, a complicated decision, or a complex decision? Argue on the basis of three criteria.	3
2.9	a) What are the two strategies available to NUMA for creating and maintaining competitive advantage? Discuss the strategies by explaining them and providing an example of each.	4
	b) NUMA reviews possible competitive strategies based on Porter's approach. Name and describe them and provide a suitable example for each.	6
2.10	a) In addition to a hotel business, NUMA would also like to become a technology developer and bring hotel business software to the market itself. Name a suitable organizational structure for this and mention two advantages and disadvantages each.	5
	b) For NUMA's management and investors, as the company seeks to grow and become more internally specialized, there is a danger that a fragmented organization will emerge. Explain this term and describe three specific dangers of fragmented organizations.	4
2.11	a) NUMA's personnel would like to benefit financially from the company's growth, which makes it necessary to implement a compensation system. List four requirements for monetary compensation systems that NUMA's management should consider.	4
	b) Assume that one of NUMA's new investors wants and has made majority representation on the Board of Directors a condition. Name two advantages and two disadvantages that could result from this from a corporate governance perspective?	4
2.12	In order to ensure its continued existence, NUMA must continuously cultivate relationships with its stakeholders. Which stakeholder concept do you recommend to the management of the startup? Argue and name three relevant stakeholder groups based on the proposed stakeholder concept.	5

**Write all your answers on the pre-printed answer sheets.**

EXAMPLE SOLUTIONS

I,102.1.00

**Business Administration**  
*Introduction and Fundamentals*

**Answer sheets**

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Last name:

First name:

Matriculation number:

**Evaluation**

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Number of points achieved

I	2.1a	2.2a	2.3a	2.4a	2.5a	2.6	2.7a	2.8a	2.9a	2.10a	2.11a	2.12
	2.1b	2.2b	2.3b	2.4b	2.5b		2.7b	2.8b	2.9b	2.10b	2.11b	



## Answer Sheet

### Multiple-Choice Questions

Maximum total points: 90 ☒

See question sheets for guidelines

Exercise 1.1	a)	b)	c)	d)
1.1.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.1.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.1.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.1.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.1.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.1.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.2	a)	b)	c)	d)
1.2.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.2.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.2.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.2.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.2.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.3	a)	b)	c)	d)
1.3.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.3.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.3.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.3.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.3.5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1.3.6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.4	a)	b)	c)	d)
1.4.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.4.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.4.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.4.4	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.4.5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.4.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.5	a)	b)	c)	d)
1.5.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.5.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.5.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.5.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.5.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.5.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.6	a)	b)	c)	d)
1.6.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.6.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.6.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.7	a)	b)	c)	d)
1.7.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.7.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.7.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.7.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.7.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.7.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

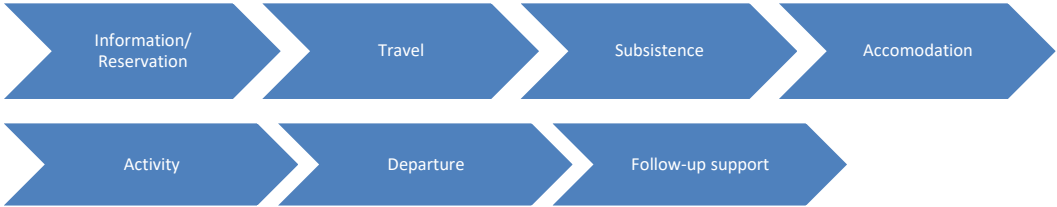
Exercise 1.8	a)	b)	c)	d)
1.8.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.8.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.8.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.8.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.8.5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.8.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.9	a)	b)	c)	d)
1.9.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.9.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.9.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.9.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.9.5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1.9.6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.10	a)	b)	c)	d)
1.10.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.10.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.10.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.10.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.10.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.10.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.11	a)	b)	c)	d)
1.11.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.11.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.11.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.11.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.11.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.11.6	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.12	a)	b)	c)	d)
1.12.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.12.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.12.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.1	<p>a) Provide an example of the service chain for a city tourist and describe the individual functions or service elements, including the provision of services by NUMA.</p> <p><i>Point distribution:</i>  <i>4 points: ½ point per mention of a meaningful service element (max. 2P.), ½ point per meaningful description of the service element with reference to the case study (max. 2P.)</i></p> <p>Sample solution:</p>  <p>Information/reservation: Booking travel (flight, train, etc.) and accommodation. Numa offers information on the locations, room facilities and prices on its homepage. Bookings can also be made via the homepage.</p> <p>Travel: By car, plane, train etc. [Numa not involved]</p> <p>Subsistence: Eating in restaurants, take-away or self-catering in grocery stores. Numa is involved to the extent that customers can prepare their own food in the apartments with kitchen equipment.</p> <p>Accommodation: Overnight stay in a hotel, etc. Here, Numa offers its core service to customers by allowing them to check in independently and spend the night in one of the apartments.</p> <p>Activity: Sightseeing, family/friends etc. Numa involved to the extent that they can give travel recommendations in the sense of an online reception.</p> <p>Departure: By car, plane, train etc. [Numa not involved]</p> <p>Follow-up support: CRM, feedback collection, post-stay customer support, exclusive offers for returning customers, etc. [Assumption]</p>	4
b)	<p>Outline the buying cycle of NUMA's customers. Name the different phases of the customer journey and show one relevant customer touchpoint per phase.</p> <p><i>5 points: ½ point per mention of a phase (max. 2½P.), ½ point per mention of a touchpoint (max. 2½P.)</i></p> <p>Contact phase: Newspaper reports, social media, booking platforms, etc.</p> <p>Evaluation phase: Homepage, hotel rating on booking platform etc.</p> <p>Purchase phase: Booking platform on homepage/from external providers etc.</p> <p>Usage phase: Overnight stay in a hotel</p> <p>Repeat purchase phase: Homepage, booking platform, customer service, rating platforms, loyalty programs, post-stay support etc.</p>	5

2.2	<p>a) Identify and explain two opportunities and threats each for NUMA's lodging services.</p> <p><i>4 points: 1 point per mention of an opportunity (max. 2P.), 1 point per mention of a threat (max. 2P.), each derived from a (mega) trend; ½ point if derived from a (mega) trend without having specifically mentioned it</i></p> <p><u>Digitalization:</u>          Opportunity: Fully digitalized service provision process allows an increase in guest satisfaction through independent, autonomous check-in          Threat: Digital affinity of customers as a prerequisite for using the service (could exclude older customer segment from using the service); complete dependence on digital processes makes Numa vulnerable to technical problems, cyberattacks or system failures</p> <p><u>Individualization:</u>          Opportunity: Advancing technology enables a deeper analysis of guest data, which gives Numa the opportunity to offer personalized services. This could increase customer satisfaction and promote brand loyalty.          Threat: Individual guest needs can be catered to less well by means of personal/personalized guest care, which can represent a reputational risk for Numa (personal touch and authenticity could be lost)</p> <p>b) Make a recommendation as to whether NUMA should focus more on the B2C (business-to-consumer) or B2B (business-to-business) market by providing two pro arguments.</p> <p><i>3 points: 1 point per mention of a pro-argument (max. 2P.), 1 point for mention of a recommendation derived from this (B2C or B2B)</i></p> <p>B2C: Greater customer diversity (individual travellers, families) allows different target groups to be addressed and thus a wider range of guests; unique experience creates stronger brand loyalty among end customers; fully digitalized service offering allows greater use of customer analytics</p> <p>B2B: Larger booking volumes (e.g. for meetings, conferences, events); additional services for business customers such as meeting rooms or conference facilities</p>	<p>4</p> <p>3</p>
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2.3	<p>a) Develop a positioning for NUMA based on four relevant features or dimensions. Illustrate these using a semantic differential.</p> <p><i>4 points: 1 point for a meaningful semantic differential and positioning</i></p> <p>Expensive - X - - - - - Cheap</p> <p>Innovative - X - - - - - Classic</p> <p>High guest care - - - - - X - Low guest care</p> <p>High comfort - X - - - - - Low comfort</p> <p><i>Not accepted: text only (no differential), irrelevant criteria for accommodation offer, synonymous differentials, non-contradictory terms at both ends of the differentials, etc.</i></p>	4
	<p>b) NUMA has set itself the goal of expanding its existing customer retention potential. Name two possibilities, each with a concrete example, of how this can be achieved.</p> <p><i>4 points: 1 point per possibility (max. 2P.), 1 point per example (max. 2P.)</i></p> <p>Generating/increasing additional purchases: When completing a booking, Numa could present additional offers for upgrade options or additional services, such as restaurant vouchers or activities in the area</p> <p>Generating/increasing repeat purchases: Loyalty programs with exclusive offers such as discounts</p> <p>Increasing subsequent purchases: From other customers by passing on the positive experience of customers who were satisfied with Numa's offer, which can be done, for example, through a flawless check-in process</p>	4

2.4	<p>a) NUMA would like to diversify its product range vertically. Give two examples to achieve this goal.</p> <p><i>2 points: 1 point per meaningful example</i></p> <p>Examples: Hotel owns restaurants and gastronomy, wellness and spa services, range of outdoor activities, shuttle service from the airport, etc.</p>	2
	<p>b) How does NUMA's performance concept take advantage of the various economic effects (or "economies")? Name three effects and give reasons.</p> <p><i>3 points: 1 point per economic effect including a meaningful example with reference to the case study</i></p> <p>Economies of scale: Digitalization of internal processes through proprietary software or uniform procurement (due to negotiating power with suppliers) reduces average costs at Numa across all locations</p> <p>Economies of scope: Hotel premises could be used not only for overnight stays, but also for conferences or co-working etc. (making it cheaper to offer different services in combination)</p> <p>Economies of learning (learning-by-doing): Ongoing new openings at new locations increases expertise for market entry, which reduces costs</p> <p>Economies of networks (network economies): Constantly decreasing marginal costs for Numa due to constantly increasing use of the booking platforms (with each new location, awareness of Numa increases as more customers become aware of the offer, which increases customer demand); constantly increasing marginal benefits for customers as more customers consume Numa's services (this is reflected in the fact that customers have access to more and more online reviews or a wider range of locations and accommodation types)</p> <p><i>Remark: A clear reference to the case study must be created for all economies. A pure explanation of the theory without context to the case study is not sufficient (OP.). In addition, the implication for the business must be explained (e.g. increased efficiency, reduced costs, increased profits).</i></p>	3



2.5	<p>a) Develop a pricing concept for NUMA by naming three typical types of static price determination and presenting three price differentiation measures for revenue optimization including one concrete example each.</p> <p><i>6 points: 1 point per type of static price determination (max. 3P.), ½ point per price differentiation measure (max. 1½P.), ½ point per useful example (max. 1½P.)</i></p> <p>Types of static price determination:</p> <p>Competitors orientation (market structure, substitutability, strategic goals)</p> <p>Costs orientation (full costs, variable costs)</p> <p>Demand orientation (customer benefit, elasticity)</p> <p>Price differentiation measures:</p> <p>Differentiation by market segment/customer category: Business vs. leisure travelers with special business packages or special family offers</p> <p>Differentiation by time of consumption: High season vs. low season with special rates for weekdays vs. weekends</p> <p>Differentiation by time of booking: e.g. early booking discounts for bookings 60 days in advance</p> <p>b) Which two strategies would be available to NUMA if it wanted to set the general price alternatively from a dynamic perspective? Name one advantage for each of the two strategies from the supplier's point of view.</p> <p><i>4 points: 1 point per strategy (max. 2P.), 1 point per useful advantage (max. 2P.)</i></p> <p>Skimming strategy: Skimming the market; increasing producer surplus; rapid recovery of development costs, high positioning of services</p> <p>Penetration strategy: Rapid distribution of the product; rapid acquisition of market share; customer loyalty through the creation of habits</p>	<p>6</p> <p>4</p>
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2.6	<p>Name the six elements that make up a business model, or that can be used to comprehensively describe a business model, and apply them to NUMA by providing a brief characterization for each element.</p> <p><i>6 points: ½ point per element (max. 3P.), ½ point per meaningful characterization (max. 3P.)</i></p> <p>Value proposition: Innovative/high-quality range of accommodation services</p> <p>Value creation: Focus on sleep services and no catering services (layer player); Numa's digital expertise allows consumers to use accommodation services easily and independently</p> <p>Value communication and transfer (channels): Focus on online communication [assumption]</p> <p>Value capture: skimming strategy for rapid cost recovery for the development of software and high-quality accommodation in prime locations</p> <p>Value dissemination: Distribution of profits among the company's shareholders (angel investors, founders, employee shareholdings)</p> <p>Value development: Massive expansion in existing markets and market entry in France, UK, Ireland and Nordic countries, which should lead to a tripling of the current number of rooms by 2027</p>	6
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2.7	<p>a) In which phase of company formation is NUMA at the moment? Also, name two important management tasks for this phase.</p> <p><i>3 points: 1 point for correct phase, 1 point per meaningful task (max. 2P.)</i></p> <p>Early growth or growth phase: customer acquisition (management and further development of business processes); consolidation of culture, development of a shared vision and identity, maintain organization during organic growth; establishment of regulation-compliant personnel management, compliance; business model verification, further investor acquisition (VC, financial investors)</p>	3
	<p>b) Explain which primary and which additional value NUMA creates. Name one primary value creation and two types of additional value creation.</p> <p><i>3 points: 1 point for type of primary value added, 1 point per type of additional value added (max. 2P.)</i></p> <p>→ Notes/definitions:</p> <p><i>Primary value creation: Core function, fundamental purpose of the organization, creates utilization potential for customers, is customer-oriented.</i></p> <p><i>Additional value creation: has an impact on society.</i></p> <p>Primary value creation: Generation of a unique benefit aspect for guests via innovative guest experience, technological innovation (digital check-ins/-outs), high-quality accommodation, unique location, etc.</p> <p>Additional value creation: Jobs, taxes, contribution to infrastructure, increasing the attractiveness of the location, etc.</p>	3

2.8	<p>a) As NUMA continues to grow, internal formalized and routinized communication platforms are becoming increasingly important. Name and explain two such platforms that are increasingly needed at larger companies due to their high degree of formalization and routinization.</p> <p><i>4 points: 1 point per platform (max. 2P.), 1 point per meaningful explanation (max. 2P.)</i></p> <p>Reglementary platforms: Board/executive/divisional meetings on strategic topics such as future market entries, further financing rounds/IPO etc.</p> <p>Meetings and workshops: Everyday coordination, structured decision-making/clear agenda and defined participants</p> <p><i>Remark: Dialogue platforms were also considered correct</i></p> <p>b) NUMA has to decide whether to open a hotel in New York (USA) as well. Is this a simple decision, a complicated decision, or a complex decision? Argue on the basis of three criteria.</p> <p><i>3 points: 1 point per meaningful criterion</i></p> <p>Complicated decision: <b>Often no purely economic benefit maximization</b> (e.g. brand image, strategic positioning); <b>Limited information and cognitive skills</b> (decision may require complex analyses, and different information from different areas (real estate market, tourism trends, competitive situation) may be required); <b>Use of simplifying heuristics</b> (e.g. previous experience with market entries); <b>Decision under uncertainty</b> (future demand behavior, economic conditions and competitive factors difficult to predict)</p> <p><u>or</u></p> <p>Complex decision: <b>Several rounds</b> (site identification, market analysis, approval process and construction phases); <b>Uncertain, changing environment</b> (economic conditions, tourism trends, political developments and other external influences); <b>Unclear or unknown opponents</b> (as dynamic market environment, it might be difficult to predict all competitors and their future activities); <b>Systemic feedback loops</b> (such as the local real estate market, the city's tourism industry and the perception of the Numa brand); <b>Goals, variants and consequences are unstable</b> (objectives of the hotel establishment may change or evolve during the decision-making process. There are different variants and possible consequences of the decision, some of which may only become clear in the course of implementation.)</p>	<p>4</p> <p>3</p>
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2.9	<p>a) What are the two strategies available to NUMA for creating and maintaining competitive advantage? Discuss the strategies by explaining them and providing an example of each.</p> <p><i>4 points: 1 point per strategy incl. brief explanation (max. 2P.), 1 point per useful example (max. 2P.)</i></p> <p>Inside-out: Core competencies or resource-based view via configuration of resources (e.g. proprietary software, digitalization skills, experience with market entry and location development)</p> <p>Outside-in: Protectable competitive advantage or market-based view via positioning on the market (e.g. innovative brand, high-quality accommodation in a variety of locations)</p>	4
	<p>b) NUMA reviews possible competitive strategies based on Porter's approach. Name and describe them and provide a suitable example for each.</p> <p><i>6 points: 1 point per strategy (max. 3P.), 1 point per useful example (max. 3P.)</i></p> <p>Differentiation (industry-wide uniqueness): e.g. further development of the existing strategy with market expansion and an innovative premium product</p> <p>Comprehensive cost leadership (industry-wide cost advantage): e.g. through consistent digitalization/automation of services; offering youth hostels, etc.</p> <p>Concentration on focal points (segment-specific niche strategy): e.g. focus on business customers</p>	6

2.10	<p>a) In addition to a hotel business, NUMA would also like to become a technology developer and bring hotel business software to the market itself. Name a suitable organizational structure for this and mention two advantages and disadvantages each.</p> <p><i>5 points: 1 point per meaningful organizational structure (words such as staff organization or line-staff diagram give 0 points), 1 point per meaningful advantage (max. 2P.), 1 point per meaningful disadvantage (max. 2P.).</i></p> <p><u>Matrix organization:</u></p> <ul style="list-style-type: none"> <li>+ Deployment of specialized resources for technology development without neglecting the operational functions of hotel operations (establishment of dedicated teams for technology projects)</li> <li>+ offers flexibility, as employees can work on both technology-related projects and operational hotel activities as required</li> <li>- Can lead to conflicts, especially when employees are involved in both technological projects and operational tasks, which requires clear communication and clear role definition</li> <li>- Complex coordination effort between different teams</li> </ul> <p><u>Line-staff organization:</u></p> <ul style="list-style-type: none"> <li>+ Clear hierarchy and responsibilities</li> <li>+ Focus of individual functional areas on specialized tasks</li> <li>- Limited communication/coordination between departments (risk of a fragmented organization)</li> <li>- Specialization could hinder innovation, especially when creativity and collaboration between different functions are required</li> </ul> <p><u>Network organization:</u></p> <ul style="list-style-type: none"> <li>+ Independence of the individual units or locations allows a high degree of decision-making autonomy and flexibility</li> <li>- High coordination effort among the individual network units</li> <li>- Certain loss of control over the individual units</li> </ul> <p><u>Process organization:</u></p> <ul style="list-style-type: none"> <li>+ Increased efficiency possible</li> <li>+ Better assurance of product quality</li> <li>- Complications in the individual components can lead to overall process delays</li> <li>- Organizational rigidity through optimized "process engineering"</li> </ul> <p>b) For NUMA's management and investors, as the company seeks to grow and become more internally specialized, there is a danger that a fragmented organization will emerge. Explain this term and describe three specific dangers of fragmented organizations.</p> <p><i>4 points: 1 point for explanation of the term, 1 point per meaningful danger (max. 3P.)</i></p> <p>Definition: Fragmented organizations arise when functional and hierarchical barriers exist that lead to operational islands</p> <p>Dangers: Functional closure (lacking creativity due to silo thinking); information filtering (lacking overall customer perspective); non-transparency (redundancies); coordination problems (inefficiencies)</p>	<p>5</p> <p>4</p>
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2.11	<p>a) NUMA's personnel would like to benefit financially from the company's growth, which makes it necessary to implement a compensation system. List four requirements for monetary compensation systems that NUMA's management should consider.</p> <p><i>4 points: 1 point per requirement</i></p> <p>Oriented toward requirements  Oriented toward performance  Oriented toward Behavior  Socially fair  Appropriate in terms of the employment market  Oriented toward company success</p> <p>b) Assume that one of NUMA's new investors wants and has made majority representation on the Board of Directors a condition. Name two advantages and two disadvantages that could result from this from a corporate governance perspective?</p> <p><i>4 points: 1 point per meaningful advantage (max. 2P.), 1 point per meaningful disadvantage (max. 2P.)</i></p> <p>+ By increasing the investor's influence on Numa's strategic direction and decision-making, the company's objectives can be better aligned with the investor's interests  + Stronger negotiating position vis-à-vis other stakeholders when it comes to strategic partnerships, mergers and acquisitions or other business transactions  + Investor can more effectively and quickly drive restructuring or strategic change to improve Numa's profitability or competitive position  - Independence of the Board of Directors is impaired by greater investor influence, which can lead to less diversity of perspectives and ideas  - May lead to conflicts of interest, especially if the investor's objectives are not fully aligned with the long-term interests of all stakeholders  - Risk of an information advantage for the investor (possibly also too much power and control within the company)</p>	<p>4</p> <p>4</p>
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2.12	<p>In order to ensure its continued existence, NUMA must continuously cultivate relationships with its stakeholders. Which stakeholder concept do you recommend to the management of the startup? Argue and name three relevant stakeholder groups based on the proposed stakeholder concept.</p> <p><i>5 points: 1 point for naming a meaningful stakeholder concept (½ point for imprecise naming), 1 point for the explanation (max. ½ point for correct partial statements and lack of case reference), 1 point per stakeholder group (0P. for pure naming of stakeholder groups without argumentation on concept affiliation) (max. 3P.)</i></p> <p>Strategic stakeholder concept: Start-up has limited/scarce resources. It must therefore focus on the "powerful" stakeholders who are important for the existence of the start-up or on whom it is heavily dependent. In the case of Numa, for example, this would be the investors who recently invested 59 million dollars. However, powerful stakeholders can also be the employees, who make a significant contribution to the company's success, or the customers, who want to consume a flawless product and contribute to revenue generation.</p> <p>Normative-ethical stakeholder concept: This approach is based on the obligation to adopt an integrated perspective of responsibility and is oriented towards how a stakeholder group is affected. For example, investors (want a return on investment) or employees (want a secure job or profit-sharing), local residents at hotel locations (low construction noise), customers (smooth, affordable, enjoyable stay), competitors (fair competitive behavior) or the state (taxes).</p>	5
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