

1) Question 1:

A disruptive innovation is a new product/service which:  
performs better than old ones  
does not perform as well as old ones

Question 2:

Without the digital revolution, disruptive innovation:  
Rarely appears and spreads slowly

Question 3:

Why is the digital world conducive to disruptive innovations? (several possible answers)  
Because it makes it easy to test an innovation  
because it makes it possible to diffuse an innovation quicker.

Question 4

A period of creative destruction is:  
A period of technological effervescence

Question 5

A "Blue Ocean" innovation is:  
similar to disruptive innovation

Question 6

A player from the hard drive industry was nearly eliminated because it failed to understand the principle of disruptive innovation. This player is:  
Seagate

Question 7

The "Silicon Valley" series is:  
A parody of the frenzy of disruption in the Silicon Valley.

Question 8

A period of disruption is theoretically meant to? (more than one possible answer)  
create jobs  
reconfigure what means a job  
destroy jobs

2) Question 1

It is said that the inventor of chess, which he had designed to entertain his king, asked to be rewarded with a quantity of wheat placed on the chess board as follows: one grain of wheat on the first square, two on the second, four on the third, eight on the fourth and so on until the 64th square. The king agreed and was ruined. What was the nature of the proposed sequence?  
Geometric

Question 2

Moore's law, which states the evolution of the number of transistors on a microchip (microprocessor) is:

An empirical law describing the evolution of chips since 1965

Question 3

If a system's performance doubles every year, this means that after 10 years, its performance has multiplied by a factor of:

$$1024=2^{10}$$

Question 4

The inventor of Laser was:

Theodore H. Maiman

Question 5

Comparing technological progress in the energy industry (higher performance of electric generators in kWh, for example) and the electronic industry (higher performance of microprocessors in mips [million instructions per second], for example), we can say:

That there has been far more progress in electronics than in energy

Question 6

The quantity of information exchanged annually on networks is currently close to a zettabyte. Zetta is a prefix of the international system of units that follows exa, which itself follows peta which follows tera (10<sup>12</sup>), the current gauge of information storage units. Proceeding by analogy with the metric system, the zettameter corresponds:

To the size of our galaxy (the milky way)

Question 7

The difference between a measure expressed in peta and a measure expressed in nano is of the order of:

$$10^{24}$$

Question 8

From what scale does Moore's law seem to reach its limits:

14nm

3) Question 1

Compared to their position ten years ago, are large companies now more threatened by start-ups?

YES

Question 2

Does an audience offer start-ups greater protection than patents?

YES

Question 3

How many people worked at Whatsapp when it was bought out by Facebook?

55

Question 4

For how many billion dollars did Facebook buy Whatsapp?

22

Question 5

What was long Facebook developers' motto?

"move fast and break things"

Question 6

Is Marc Andreessen willing to invest in entrepreneurial projects founded on the Bitcoin protocol?

YES

Question 7

Can the company that acts as the point of contact with the customer easily subjugate the whole value chain upstream?

YES

4) Question 1

Give two major thinkers of the open innovation paradigm:

E. Von Hippel

H. Chesbrough

Question 2

What is a two-sided market?

a platform offering different services to two sides of the market

Question 3

What is the lock-in mechanism?

a product that cannot be used with products from another supplier

Question 4

How do crowdfunding platforms generate their income?

all of the above

Question 5

What is a spin-off ?

a new entity stemming from a big company, dedicated to an innovative activity

Question 6

What is the "Schumpeterian paradigm"?

a producer-centred innovation approach

5) Question 1

A negative externality arises when an activity or consumption has undesirable effects (harmful effects) on other activities or consumptions. In everyday life, these effects are:

Quite rare

Question 2

How do we call a market that combines two sides with cross-side externalities:

A two-sided market

Question 3

Ronald Coase, the 1991 Economics Nobel Prize winner, argued that in order to limit or make up for externalities suffered, it is desirable, if possible:

For the parties suffering the externalities to reach a contractual agreement

Question 4

Which of the following companies benefits very significantly from positive externalities?

Facebook

Question 5

When an activity has positive externalities, the social benefit derived from this activity is greater than the private benefits it generates. In this case, we can say that the market is:

In a state of under-production

Question 6

There are positive externalities when an activity or consumption generates desirable effects (advantages) on other activities or consumptions. These include network effects, that is, the advantage derived by a member of a network from any new members joining this network.

These network effects are responsible for:

The appeal of certain networks at the expense of others

6) Question 1

The digital world tends to encourage companies:  
To further open their products to outside contributions

Question 2

In 2011 the CEO of Nokia diagnosed that his company's difficulties were mainly due:  
To strategic mistakes

Question 3

The things that connect the different components of a product or software program are called:  
Interfaces

Question 4

Which company dominated the PC industry in the 2000s by defining open standards?  
Intel

Question 5

When a company uses the standards offered by another company, it takes part in:  
A platform

Question 6

In order to boost the product Mozilla, the Mozilla Foundation turned its product into:  
A giant Lego

Question 7

Mozilla is built on the Internet browser:  
Netscape

Question 8

When a company decides to define its own interfaces, this corresponds to:  
A closed architecture

7) Question 1

In a world of digital social ties, what is the value of “third places”?

all of the above(

fostering spontaneous exchange, serendipity, creativity

learning by doing, particularly using 3D printing, Arduino channels, etc.)

Question 2

The digital commons correspond to:

all the “non-rival” digital resources produced and managed by a community

Question 3

What does E. Raymond call the project management mode based on cooperation between developers:

Bazaar

Question 4

What is a “long tail” strategy in industry?

a small series manufacturing strategy

Question 5

What is frugal innovation?

an innovation process that reduces complexity

Question 6

What new modes of production has 3D printing allowed?

all three above modes(

quick prototyping

small series manufacturing

offshore manufacturing)

Question 7

How do “fablabs” contribute to empowering individuals?

by providing equipment and the opportunity to share ideas

Question 8

What is the governance of the commons?

their management, by widely diverse communities that construct ad hoc norms to avoid their resources collapsing

8) Question 1

A “connected” industry is made of:  
Sides

Question 2

A “Freemium” business model is characterized by:  
A basic free offer for all, and a luxury offer for some

Question 3

The company “Nest”, a subsidiary of Alphabet (ex Google), developed a standard for connected devices. This standard is called:  
Thread

Question 4

Hardware manufacturers (OEMs) should mainly fear (several possible answers):  
Externalities that Google and Amazon could build onto their products  
Start-ups that could offer a cheaper product based on externalities  
New manufacturers that will know how to exploit externalities

Question 5

The Web giants’ systems for connected cars are called:  
Apple CarPlay and Android Auto

Question 6

The externality exploited by Qarnot Computing is:  
The heat generated by computers

Question 7

By connecting a product to the digital world, it is possible to (several answers possible):  
Sell this product for cheaper  
Sell on “by-products” to other actors  
Give it additional functionalities

Question 8

If you had to sum up this module, you would say that:  
It is important to be prepared to lose money on a market side



9)

#### Question 1

A company's strategy can be identified by observing:

- Its strategy-resources-products triptic

Its long-term competitive advantages

Its digital value chain

#### Question 2

Why does Amazon have a strong market capitalization?

Because it generates record profits

- Because it develops flexible assets

Because it set itself a goal and is sticking to it

#### Question 3

The key in a digital environment is:

To launch an offer and keep it up

To protect yourself with patents

- To get started on what you can with what you have

#### Question 4

Apple launched the Touch ID technology to:

Unlock the iPhone

Use it as a joystick

- Maybe both

#### Question 5

Michael Porter is the father of:

- static strategies in the industrial world

dynamic strategies in the digital world

#### Question 6

Elon Musk is the founder of:

an innovative deodorant

- PayPal and Tesla

the concept of "dynamic capabilities"

#### Question 7

Why did Amazon ultimately venture into the online services market?

It was planned from the start in his strategy

This activity was bought from another company

- To monetize the servers used in its e-commerce activity

10)

1. According to the effectual rationality approach, business is:

- a patchwork

a puzzle

2. The expression "When life gives you lemons, make lemonade" refers to:

- Turning surprise into opportunity and exploiting it

The significance of owning a citrus press

3. Give two major thinkers from the effectual rationality paradigm:

\* F. Knight

E. Olstrom

H. Chesbrough

\* S. Sarasvathy

M. Porter

4. The "bird-in-hand principle" refers to:

Freezing my business model and planning the stages of the innovation project's implementation

- Using the means and resources at my disposal to build a project

5. The principle of "affordable loss" means:

- Basing oneself on what one is prepared to lose rather than building everything on potential gain

That the return on investment (the benefit derived, net of the investments made) is negative

6. The heroes of the digital world are:

lone cowboys

- we can all be heroes

7. A "data driven strategy" is:

a long-term production planning strategy

- a strategy based on the analysis of customer data pulled from different sales channels

8. The expression "Web2.0" popularized by Tim O'Reilly describes:

the Facebook network

- more interactivity on the Web

9. Effectual rationality and causal rationality

- are mutually exclusive

complement each other

11)

1. Under what intellectual property protection regime does free software fall:

The patent regime

- The copyright regime

None

The database regime

2. Had legal regimes of intellectual property protection been in place at the time, would Molière or Shakespeare have been accused of plagiarism because their plays sometimes used the plots of ancient author's plays?

Yes

- No

3. Consumption is said to be non-rival when:

It concerns a product with no possible substitute

- It does not destroy the product upon consumption

It takes place on a monopolistic market

4. Among the following types of consumption, which one can be qualified as rival consumption:

A visit to a fine arts exhibition

- A taxi journey

Listening to a piece of music

Guidance at sea from a lighthouse

5. A collaborative economy or sharing economy is one where:

- Services are offered by individuals to individuals (peer to peer or CtoC)

Services relate to the production of knowledge

Services are offered on digital platforms, but belong to a social and solidary economy

6.

Which of these services does not belong to the collaborative economy or sharing economy:

Car rental or lending between private individuals

Encyclopedias like Wikipedia

Accommodation rental or lending between private individuals

Money lending between private individuals

Car pooling

- Price comparison websites

12) 1. In order to identify the key factors of success for start-ups, one must look at:  
companies that have succeeded  
companies that have failed

- both companies that have succeeded and ones that have failed

2. Which start-up is famous for having acquired 75,000 customers before even developing its product, thanks to the “Fake it until you make it” strategy:

- Dropbox

Google

Twitter

Facebook

3. A Minimum Viable Product must be:

- the quickest way for an entrepreneur to learn the most accomplished product possible

4. Is it relevant for a start-up to validate the relevance of its offer based on the size of the target market?

Yes

- No

5. Who is the founder of the Y-combinator?

- Paul Graham

Drew Houston

Brian Chesky

6. Which start-up started out by serving San Francisco developers before expanding its pool of users?

- Craigslist

Flickr

Pinterest

Yelp

7. What do Google, Shazam and Twitter have in common?

these companies have the same number of founders

these companies were financed by the same investment funds

- user experience was designed around a single button

8. According to Pierre Valade, when starting an app the ideal design is reached when:  
there is nothing left to add

there are as many functionalities as on competing products

- there is nothing left to take out

9. According to Paul Graham, does it make sense for a start-up to launch a product with a large-scale marketing strategy (publications in eight languages, the same day, etc.)?

Yes

- No

13) 1. What does the term “entrepreneurial epiphany” mean?

The moment when an entrepreneur understands that they must stop their activity

The name of the party that entrepreneurs throw when they have successfully raised funds

- The moment of realization when an entrepreneur decides to create their start-up

2.

Does creating a start-up necessarily involve finding an original solution to a specific problem?

Yes

- No

3. Before pivoting and becoming a general video-sharing platform, on which activity was YouTube focused?

- The dating market

Travelling

Sports

4. Before pivoting and becoming a picture-sharing platform, on which activity was Flickr focused?

Food

- Online gaming

E-commerce

5. Is it in entrepreneurs' interest to keep their entrepreneurial ideas secret?

Yes

- No

6. What was the name of the social network behind Instagram?

Champagne

- Burbn

Whisky

Picturius

7. In order to succeed, is it always best to be the first on a market?

Yes

- No

8. According to Reid Hoffman, Silicon Valley's strength lies in:

- the companies' scaling capacity

the versatility of US engineers

the number of investors in the area

- 14)
1. Were investors immediately enthusiastic about AirBnB?  
Yes
    - No
  2. Seed funds' average economic rate of return is:
    - NegativePositive
  3. In order to convince investors, it is best to:
    - provide tangible facts and dataproduce a theoretical blurb  
put them in a situation that will make them emotionally like the start-up's product
  4. Is Kayak part of Bessemer Venture Partners' anti-portfolio?
    - YesNo
  5. For what reason did Bessemer Venture Partners refuse to invest in Facebook in 2004?
    - Because Facebook was still at a very early stageBecause the investment fund did not have enough liquid assets to do so
  6. Why do prototypes reassure investors?  
because they show that the founders were able to agree on the design of their product  
because it makes it possible to better evaluate the price at which the product can be sold
    - because it's proof of the founders' ability to manage their start-up
  7. Who was the second person to write a cheque for Google?  
Dustin Moskovitz
    - David CheritonBrian Chesky  
Peter Thiel
  8. In order to raise funds, does a start-up need to show investors higher Key Performance Indicators than the competition?
    - YesNo
  9. Which of the following metrics is not relevant to evaluate an Internet start-up?  
The number of Active Users  
The Customer Lifetime Value  
The Customer Acquisition Cost
    - Turnover growth over the next three years

- 15)
1. Why could the conference where Steve Jobs presented the first iPhone have gone wrong?
    - many of the functionalities still presented bugsApple employees were threatening to go on strike  
journalists had not been notified in time
  2. Does the “Long Tail” concept imply that the number of successful products is infinite?  
Yes
    - No
  3. Must a pitch always consist of a maximum 5-minute video?  
Yes
    - No
  4. What was the punchline of Oreo’s humoristic tweet during the 2013 SuperBowl?  
Power out? No problem. New Oreos are coming soon  
Who’s The Kid with the Oreo Cookie?
    - Power out? No problem. You can still dunk in the dark
  5. How did AirBnB express its Total Available Market when it started out?
    - 1.9 billion trips booked every year worldwide1.2 billion dollars spent by all tourists annually
  6. Do investors expect entrepreneurs to know how to perform three- to four-year sales projections?  
Yes
    - No
  7. Which company did not stem from the Y-Combinator?  
Stripe
    - GoogleDropbox  
Reddit
  8. Is Pets.com considered as an emblematic success of the late 1990s?  
Yes
    - No
  9. What type of pitch would investors rather receive from entrepreneurs?  
A pitch with projections, formulated on slides
    - A pitch centred on the prototypeA pitch listing promises to come from the start-up