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## Exam

### Instructions:

- There are **100 graded** questions below.
- Each question carries **1 point**.
- You have **1 attempt** to answer a question.
- You have **3 hours** to answer these 100 questions below. You can see the timer running in top right corner.
- Click the **Submit** button at the end of **every question** to record your choice and get your answer graded.

## Graded Question

0.0/1.0 point (graded)

From an RBV perspective, with respect to resources, the source of heterogeneity among firms is \_\_\_\_\_

☐ the way resources are acquired

☐ the way resources are stored

☒ the way firms bundle resources and their interconnected nature ✓

☐ the way resource value is calculated



Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Cost leadership and differentiation are:

☐ Two fundamental sources of competitive advantage

☐ Two generic strategies

☒ Both of the above ✓

☐ Neither of the above

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Porter's Five Forces framework is at the \_\_\_\_\_ level and Resource Based View (RBV) is at the \_\_\_\_\_ level.

☒ Industry, Firm ✓

☐ Industry, Industry

☐ Firm, Firm

☐ Firm, Industry

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

In simple terms, "path dependency":

☒ History matters ✓

☐ The journey is more important than the destination

☐ Making a good start is vital

☐ All roads lead to Rome

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

The Strengths and Weaknesses part of the SWOT analysis refers to \_\_\_\_\_ analysis, and the Opportunities and Threats part refers to \_\_\_\_\_ analysis

☐ Internal, Internal

☐ External, External

☒ Internal, External ✓

☐ External, Internal

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Porter's Five Forces framework is NOT a tool for \_\_\_\_\_ analysis.

☒ Internal ✓

☐ Industry

☐ External

☐ None of the above

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A company that is in the business of retailing synthetic fabric decides to manufacture the fabric in-house. This is an example of increase in \_\_\_\_\_

☐ geographic scope

☐ product scope

☒ vertical scope ✓

☐ market scope

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A small number of business houses with diversified businesses control a large part of the country's economy in several nations in Asia. Which of the following is a compelling explanation for this phenomenon?

☒ Business groups can act to compensate for institutional voids ✓

☐ Family businesses are easier to control

☐ The gains from synergies of a multi business strategy is higher than costs associated with it

☐ Business groups add value through centralized corporate functions

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

The source of different firms having different competitive advantages emerges from Resource –

☐ Homogeneity

☒ Heterogeneity ✓

☐ Hierarchy

☐ Hysteria

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A firm possessing resources that are valuable, rare, difficult to imitate and difficult to substitute may not get sustained competitive advantage. This is possible if it fails to \_\_\_\_\_.

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☐ gain market share

☐ attract customer

☒ organizationally exploit it ✓

☐ replicate it

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Isolating Mechanisms in firms are similar to Entry Barriers in:

☐ Nations

☐ Firms

☒ Industry ✓

☐ Associations

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

If a firm attempts to simultaneously implement a cost-leadership and product differentiation strategy then it risks the danger of being \_\_\_\_\_

- ☒ stuck in the middle ✓
- ☐ survive in the middle
- ☐ more a cost leader than a differentiator
- ☐ more a differentiator than a cost leader

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

If the barriers to entry for an industry are low, then the industry's attractiveness (as per Porter's framework) is \_\_\_\_\_

- ☐ Not impacted
- ☐ High
- ☒ Low ✓
- ☐ None of the above



Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

A differentiation advantage is said to exist when \_\_\_\_\_

- ☒ The price premium exceeds the cost of differentiation. ✓
- ☐ Low cost strategy is susceptible to imitation.
- ☐ Low cost strategy offers inferior basis for sustainable competitive advantage.
- ☐ Causal ambiguity is sufficient to lead to uncertain imitability.

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Harley Davidson positions itself as a lifestyle beyond just a super bike with annual fairs, community drives and so on. What is the strategy followed here?

- ☐ Broad differentiation
- ☒ Focused differentiation ✓

☐ Broad cost leader

☐ Focused cost leader

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Industry analysis using IO is \_\_\_\_\_ focused where as RBV is \_\_\_\_\_ focused.

☐ internal, external

☐ resource, advantage

☒ external, internal ✓

☐ Competition, strategy

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

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If your company enters into an arrangement with distributors such that it prohibits them from carrying products of competitors, then the threat of new entrants in your industry will decrease due to –

- ☐ Limited access to raw materials
- ☐ High capital investment required
- ☒ Unequal access to channels of distribution ✓
- ☒ None of the above

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

When it is difficult to understand what a company's valuable resource/capability is and how to recreate it, then that characteristic of the resource, which makes it inimitable, is called –

- ☐ Physical uniqueness
- ☐ Path dependency
- ☒ Causal ambiguity ✓
- ☐ Economic deterrence

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Key success factors are:

- ☐ Factors that lead rivals to undermine a firm's competitive advantage
- ☒ Factors within the environment that determine a firm's success ✓
- ☐ Factors in the internal environment that determine a firm's ability to survive and prosper
- ☐ Factors in the five forces of competition that are critical for a firm's survival and prosperity

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

A strategy which is an outcome of detailed and deliberate planning is called \_\_\_\_\_ strategy, whereas a strategy which is a result of the collective experience, learning and day-to-day prioritization decisions of managers is called \_\_\_\_\_ strategy.

- ☐ Emergent, Intended

☒ Intended, Emergent ✓

☐ Realized, Intended

☐ None of the above

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A is an exceptional surgeon working in Hospital K. He decides to decline an offer from a newly set up Hospital - B which is still in the process of adding in the necessary infrastructure. From an RBV perspective, his decision is most likely to be driven by which of the following reasons:

☐ Need for professional recognition

☒ Need for interconnected resources ✓

☐ Need for increased pay

☐ None of these

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Which of these aptly represents the question corporate strategy attempts to answer?

☐ How to position a business in the market?

☒ Which businesses to compete in? ✓

☐ Who is my competitor?

☐ How do I compete?

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

“Time-based competition” is based upon the idea that:

☐ Time is money

☐ Time is a source of value creation—especially in businesses such as fine wines and antiques

☒ When change is continuous and rapid, speed is the primary source of competitive advantage ✓

☐ When business ideas and stock market bubbles are based upon fads, the smart money exits while the suckers are pouring in

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Competitive advantage can be defined as \_\_\_\_\_

- ☐ A firm's ability to achieve a greater market share than its competitors
- ☐ A firm's ability to consistently outperform the stock market index in terms of shareholder returns
- ☒ The ability for a firm to earn a persistent rate of profit which is higher than its rivals ✓
- ☐ A concept that is meaningless because the definition requires so many approximations

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Which of these is not a driver of cost advantage?

- ☐ Economies of scale

☐ Production techniques

☐ Capacity utilization

☒ Differentiation variable ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

The primary objective of analyzing the external environment of a firm is to identify:

☒ The sources of profit in the industry ✓

☐ The five forces identified by Porter in its model

☐ The barriers to entry and to exit in that industry

☐ The expected level of profit in the mid-term for that industry

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question



0.0/1.0 point (graded)

Hyper-competition implies:

- ☐ Rapid changes in industry structure usually involving increasing concentration
- ☐ Strong competition and high rate of start-up failure due to rapid change experienced by high-tech industries
- ☐ Moderate competition and extremely rapid changes with a permanent erosion and construction of competitive advantages
- ☒ Strong competition in which competitive advantage is continuously being established and eroded ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Which of these is not an explanation for where business groups fill institutional voids in developing countries?

- ☐ poorly developed labor markets
- ☐ weak protection that consumers have
- ☐ weak contract enforcement
- ☒ conglomerate discount ✓

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

A balanced scorecard is a tool used for:

- ☐ Avoiding the problems of accounting data in assessing a firm's past performance
- ☐ Allowing manager's to choose the performance criteria against which they will be evaluated
- ☒ Linking a firm's long-term strategic goals to specific performance measures against which individual business units and departments can be evaluated ✓
- ☐ All of the above

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

A strategic group consists of:

- ☐ A group of firms located within the same industry segment

☒ A group of firms within an industry that follow similar or identical strategies



☐ A groups firms which produce complementary or substitute products to those of a focal firm

☐ A groups of firms that pursue similar strategies irrespective of whether they are in the same r different industries

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Bigbasket.com allows customers to order their groceries, vegetables online and get it home delivered at a convenient time. Which of these conditions would suggest it is following a differentiation strategy?

☐ It offers fresh fruits and vegetables at comparable price to physical retail store

☐ It offers fresh fruits and vegetables at a lower price compared to physical retail store

☐ When it tried to reduce the discounts some customers opted to buy from physical store

☒ Its customers are loyal and don't mind paying higher than that of physical retail store

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Wal-Mart's ability to negotiate a hard bargain with suppliers can be a source of competitive advantage if \_\_\_\_\_

- ☐ there is economies of scale
- ☒ other retailers find it difficult to imitate ✓
- ☐ other retailers can replicate over time
- ☐ there is economies of scope

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

"Profit pool mapping" describes a technique for:

- ☒ The analysis how industry profit is distributed across the different stages of an industry's value chain ✓

- ☐ The analysis of resource deployment across the different stages of an industry's value chain in
- ☐ The analysis of differential rates of return on investment across the different stages of an industry's value chain in
- ☐ The analysis of key success factors in different horizontal and vertical activities within an industry

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Porter's five force analysis helps to understand why one \_\_\_\_\_ is more profitable than other, and resource based view helps to understand why one \_\_\_\_\_ is more profitable than other.

- ☐ firm, industry
- ☒ industry, firm ✓
- ☐ industry, resource
- ☐ industry, market

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Deterrence is defined as:

- ☐ A strong incentive to behave in a certain way
- ☒ A strong incentive not to behave in a certain way ✓
- ☐ A strong incentive to avoid organizational punishment through promotion and other reputational levers
- ☐ A strong incentive to change the game equilibrium in favor of the largest and most powerful players

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Which of these makes it costly to imitate resources?

- ☐ Asset mass efficiencies
- ☐ Social complexity
- ☐ Causal ambiguity

☐ All of these ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

The shift from Planning to Strategy-making implies:

- ☐ The shift from a planning process to a bottom-up strategic process involving most of the firm's members
- ☐ The shift to a centralized planning system to a system where the state interferes much less
- ☐ The shift from a detailed plan of action towards a positioning of the firm in relation to its markets and rivals and a direction for its development ✓
- ☐ The shift from a detailed strategic plan towards innovative tools and the necessity to integrate corporate social responsibility and social ethics

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Porter's five forces analysis for an industry remains the same irrespective of whether it is done by an incumbent (insider/existing firm) or an outsider (or prospective entrant).

☒ True ✓

☐ False

☐ Both of the above

☐ None of the above

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Barriers to mobility are:

☐ Barriers that protect a segment from entry by firms established in other segments

☒ Barriers that protect a segment from entry by firms established in other industries ✓

☐ Obstacles to a firm changing its strategy over time in response to its changing environment

☐ Barriers to adopting a globalization strategy and to developing a firm's business activities abroad



Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

According to Porter, cost leadership and differentiation are:

☐ The same concepts that can lead a firm to “be stuck in the middle”

☐ Different and unrelated concepts

☒ Mutually exclusive ✓

☐ Both possible simultaneously

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Plant and machinery form the \_\_\_\_\_ resources for a firm

☐ Intangible

☒ Tangible ✓

☐ Capable

☐ All of the above

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Which of these analysis frameworks that helps classify the firm's activities?

☒ Value-chain analysis ✓

☐ Value-add analysis

☐ Variance analysis

☐ Variability analysis

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Reputation assets is an example of \_\_\_\_\_

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☐ Tangible resource

☒ Intangible resource ✓

☐ Human resource

☐ Organizational Capability

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Differentiation offers a \_\_\_\_\_ basis for competitive advantage over low cost strategies because\_\_\_\_\_.

☐ Inferior, the high cost of differentiation erodes profitability over time.

☒ Superior, differentiation is less vulnerable to changes in external environment and replication is difficult for competition. ✓

☐ Superior, differentiation efforts inherently drives costs down leading to dual advantage.

☐ Inferior, low cost strategies leverage on economies of scale and are thus more fundamental to the business.

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

EVA stands for:

- ☐ Economic Value of Assets
- ☐ Economic Value Approach
- ☒ Economic Value Added ✓
- ☐ Enhanced Value of Assets

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Which of these is an inherent assumption in the Resource based view of the firm?

- ☒ Resource immobility ✓
  - ☐ Resource neutrality
  - ☐ Resource incarnation
-

☐ Resource bricolage

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Which of the following statements is/are INCORRECT ways of explaining corporate and business strategy?

☐ Corporate strategy answers the question 'Where to compete?'

☒ Corporate strategy is the task of domain navigation and business strategy is the task of domain selection ✓

☐ Corporate strategy helps a firm to locate in an industry where the overall rates of return are attractive and business strategy helps a firm to attain a position of advantage vis-a-vis its competitors within that industry and thus earn a return in excess of the industry average

☐ Corporate strategy defines the industries and markets in which it competes and business strategy is concerned with how the firm competes within a particular industry or market

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

How do corporate level strategy and business level strategy differ?

- ☒ Corporate level strategy defines the scope of the firm activity in terms of markets and industries, whereas business level strategy focuses on the competition within a specific combination product x market ✓
- ☐ Corporate level strategy defines the scope of the firm's structure, whereas business level strategy emphasizes the relationship of each business with its environment
- ☐ Corporate level strategy concentrates on the overall strategic plan, whereas business level strategy focuses implementing strategic decisions in each product market
- ☐ Corporate level strategy is concerned with long term goals, whereas business level strategy deals only with daily and operational issues

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A business group with a high level of unrelated diversification has its businesses as separately listed and legal entities. The parent company however is not a listed organization. Which type of multi-business structure is this?

- ☐ Cooperative form of multidivisional structure
- ☐ SBU form of multidivisional structure

☐ Competitive form of multidivisional structure

☒ None of these ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Goodwill and patents are considered as \_\_\_\_\_ for a firm under RBV.

☒ Intangible resources ✓

☐ Tangible resources

☐ Capabilities

☐ None of the above

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Two schools of thought consider the strategic process differently:

- ☒ The Design School views strategy as a rational and analytical process and the Emergence School views strategy as a complex decision-making and learning phenomenon ✓

- ☐ The Emergence School views strategy as a learning process and the Design School focuses on the strategy-structure relationship

- ☐ The Emergence School emphasizes psychological aspects of strategy decisions and the Design School considers only the top management team

- ☐ The Design School concentrates upon theory and the Emergence School takes a practical approach.

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

If a resource or capability passes through all the tests of VRIN or VRIO framework under RBV, then it is said to provide the organization with –

- ☐ Competitive parity
- ☐ Temporary competitive advantage
- ☒ Sustainable competitive advantage ✓
- ☐ Competitive disadvantage



Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Causal ambiguity makes it difficult to imitate \_\_\_\_\_

☐ across industries

☐ across firms within the industry

☐ across units within the firm

☒ All of these ✓

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

The primary goal of resource analysis is to value a company's assets.

☐ True

☒ False ✓

☐ Depends

☐ Doesn't matter

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A barrier to entry is:

☐ Anything that facilitates the entry of would-be new entrants into a specific industry

☐ Capital requirements, cost advantages, and product differentiation

☐ Absolute cost advantages, capital requirements, and economies of scale

☒ Anything that disadvantages new entrants into an industry relative to established firms ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

The overall bargaining power of buyers depends on.

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- ☐ The buyer's price sensitivity and the degree of differentiation of the product for the buyer
- ☐ The intensity of rivalry among sellers and the availability of information for the buyer
- ☒ The buyer's price sensitivity and the relative bargaining power between the seller and the buyer ✓
- ☐ The intensity of rivalry among buyers and the ability to vertically integrate

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

The "prisoners dilemma" can be described as:

- ☒ A situation where the inability of the players to collude results in both making sub-optimal decisions ✓
- ☐ A situation where prisoners rat on each other and finally get out of jail
- ☐ A situation where no one can get a good outcome because actors are playing in a blind context and always reach the point called "Nash equilibrium"
- ☐ An invention of business journalists to illustrate the fight between substitute product sellers

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Which of these is not a reflection of a firm following cost leadership?

☐ Tight control on overhead costs

☐ Leveraging economies of scale to lower production cost

☒ Increased product mix and wider choices ✓

☐ Efficient organization systems

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

For G. Hamel and C.K. Prahalad in 1990, capabilities of the firm can be:

☐ The basis for strategy, the foundation of strategy, and the foundation for a firm's corporate culture

☐ The source of prediction for the future of the firm and the evolution of its external environment, as well as the source of new products

☐ The source of new products, the roots of competitiveness, and a source of cohesion for a firm's identity

☒ The roots of competitiveness, the source of new products, and the basis for strategy ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

In the military field, we generally make the following distinction between strategy and tactic:

☐ Tactic is the overall plan whereas strategy focuses on specific actions

☒ Tactic is a scheme for a specific action whereas strategy relates to the overall plan ✓

☐ Tactic encompasses specific political actions within the firm whereas strategy is the overall plan for deploying resources to establish a favorable position

☐ Tactic is the overall plan whereas strategy is concerned with the maneuvers to win battles

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

One can explain the difference between the general environment and the industry environment as:

- ☐ The general environment is diffuse, whereas the industry environment consists of a small group of close competitors
- ☐ The industry environment consists of customers, suppliers, rivals, and new entrants, whereas the general environment comprises general and broader trends
- ☒ The industry environment encompasses players such as customers and suppliers, whereas the general environment comprises the broad economic, political, social technological context ✓
- ☐ The critical influence of the industry environment on the general environment

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

A cost leader's value chain is geared towards \_\_\_\_\_

- ☐ enhancing uniqueness of each of the firm's activities
- ☒ enhancing cost reduction across each of the firm's activities ✓

☐ enhancing differentiation across each of the firm's activities

☐ enhancing leadership across each of the firm's activities

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

Between corporate strategy and business strategy, decision making responsibility is partitioned according to the following principle:

☐ There is no principle but only limited rationality and trial-and-error processes to find the best allocation between different levels of management

☒ Corporate level strategy is the domain of top managers, and division managers are in charge of the business level strategy ✓

☐ Corporate level strategy is the domain of the parent company, and the business level strategy is handled by the functional department managers

☐ Corporate and business level strategies are not any specific organizational level's responsibility because of the principle of maximum delegation and decentralization

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Naukri.com is a job portal which has both the highest number of job seekers and also the highest number of employers seeking candidates registered on its platform. The source of competitive advantage for Naukri.com in this case can be attributed to

☐ causal ambiguity

☒ social complexity ✓

☐ network effects

☐ access to unique candidate profiles

Submit

You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

The classic justification of vertical integration relies on the fact that:

☐ The co-location of plants enables each owner to avoid being bound to the other partner for its strategic decisions

☒ The physical integration of two processes, for example linking the two stages of production in a single location, results in cost savings ✓



- ☐ The physical location of two processes on the same site does not explain why there is not just one owner
- ☐ Each process owner realizes saving by exploiting its assets in an alliance framework

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

The VRIN test for evaluating resources and capabilities under RBV does NOT include –

- ☐ The resource should be inimitable
- ☒ The resource should be durable ✓
- ☐ The resource should be non-substitutable
- ☐ The resource should be valuable and rare

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Organizational routines are:

- ☐ Irregular and unpredictable patterns of activity made up of sequences of coordinated actions by groups
- ☐ Regular patterns of crisis and prosperity which any firm goes through at one point or another in its history
- ☐ Regular patterns (generally captured in the value-chain of the firm) describing the process starting with raw material and leading to finished products
- ☒ Regular and predictable patterns of activity made up of sequences of coordinated actions by individuals ✓

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You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Which of these makes it relatively easier to imitate resources?

- ☐ Path dependence
- ☐ Resource compression diseconomies
- ☒ Visible assets ✓
- ☐ interconnected asset stocks

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You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Southwest Airlines' activities to achieve lower cost have been well documented in academics and business press. Yet most of the low cost airlines fail to match its success while imitating its strategy. This can be explained by:

- ☐ Interconnected resources
- ☐ Social complexity
- ☐ Unique Organizational Culture
- ☒ All of these ✓

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You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

The Value Chain and RBV can be usefully combined to assess \_\_\_\_\_

- ☐ firm homogeneity
- ☐ focus cost leadership

☒ how each of the firm's activities fare with regard to the VRIO conditions ✓

☐ focus differentiation

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Some of the resources become inimitable because of all that has happened over time along the path taken by the organization in their accumulation. This is called \_\_\_\_\_.

☐ Physical uniqueness

☒ Path dependency ✓

☐ Causal ambiguity

☐ None of the above

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Value is created when:

- ☐ The price that the customer is willing to pay for a product exceeds the firm's direct cost of production
- ☐ The surplus of value is distributed between customers and producers in the industry by the forces of competition
- ☐ The value of a product to consumers, the intensity of competition, the relative bargaining powers of players, and the technological, sociological and demographic forces that enhance and stimulate that creation
- ☒ The price that the customer is willing to pay for a product exceeds the firm's cost. This surplus is then distributed among the players by the forces of competition ✓

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You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Economies of scale are a barrier to entry because:

- ☐ New entrants do not know where they are positioned on their learning curve
- ☐ New entrants do not know the economies they can generate in the future and therefore cannot precisely determine their selling price
- ☐ New entrants face a risk of retaliation from the incumbents which could occur immediately on a large scale and start a price war as a deterrent of their entry

- ☐ New entrants must either make a large scale entry and risk underutilized facilities, or face the cost disadvantage of entering on a smaller scale ✓

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You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Which of the following can act against a firm following a differentiation strategy?

- ☐ Inelastic consumer demand
- ☐ The product is an experience good
- ☒ Uniqueness in offering isn't valued by customers ✓
- ☐ Rapid technology changes

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## Graded Question

0.0/1.0 point (graded)

The primary goal of resource analysis is to understand the potential for creating competitive advantage.

---

☐ True

☒ False ✓

☐ Depends

☐ Doesn't matter

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

In the Ashridge Portfolio Display, a business for which fit between parent's management style and the needs of the business is low, and the potential for the parent to add value to the business is high is considered as a \_\_\_\_\_ business.

☐ heartland

☐ alien territory

☐ ballast

☒ value trap ✓

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

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## Graded Question

0.0/1.0 point (graded)

If the speed of change of the environment increases, a firm's resources and capabilities will:

- ☒ Provide a more secure foundation for the firm's strategy ✓
- ☐ Provide a more secure foundation for its short and mid-term strategies
- ☐ Provide a stronger basis for the firm's technological strategy
- ☐ Provide a weaker foundation for the firm's strategy

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## Graded Question

0.0/1.0 point (graded)

Some of the critics of Porter's Five Forces framework say that the government is also an important force in an industry and hence should be included in the analysis. Porter's response to this is –

- ☐ The government is not important
- ☐ The government does not impact any of the five forces



☒ The government's actions are reflected through their impact on one of the five forces and hence naturally get included in the industry analysis ✓

☐ None of the above

Submit

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## Graded Question

0.0/1.0 point (graded)

Signaling refers to:

☐ Communication actions that announce your strategic intentions and your strategic plans to rivals

☒ Deliberate actions to influence rivals companies' perceptions and, ultimately, their behavior ✓

☐ Deception through misinformation

☐ Internal communication actions to diffuse strategic orientations and obtain the buy-in of the organization's key stakeholders

Submit

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## Graded Question

0.0/1.0 point (graded)

A strategic alliance is:

- ☐ A situation where strategic objectives are agreed by all the internal stakeholders of an organization
- ☐ RandD collaboration between competing firms
- ☐ A situation in which two or more forms create an enterprise which they jointly own.
- ☒ A cooperative relationship between firms involving the sharing of resources in pursuit of common goals ✓

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## Graded Question

0.0/1.0 point (graded)

Network externalities, which exist when the value of a product to an individual customer depends on the number of other users of that product, arises from the following source(s) –

- ☐ Products where users are linked to a network
- ☐ Availability of complementary products and services
- ☐ Economizing on switching costs

☒ All of the above ✓

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## Graded Question

0.0/1.0 point (graded)

Which of the following can be inferred from the institutional voids argument?

☒ Diversified groups may have advantages in India ✓

☐ Diversified groups have disadvantages in India

☐ Diversified groups may have disadvantages when institutional voids exist

☐ Diversified business may have advantages in the U.S.

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Which of these is a tangible barrier to imitation by a competing firm?

☐ Causal Ambiguity

☐ Path Dependence

☐ Social Complexity

☒ Patents ✓

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

If the expected retaliation from existing firms in an industry is very high, then the industry's attractiveness (as per Porter's five forces analysis) is \_\_\_\_\_

☐ Increased

☒ Driven down ✓

☐ Hardly matters

☐ All of the above

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## Graded Question

0.0/1.0 point (graded)

Joseph Schumpeter viewed competition as:

- ☐ An unstable and dynamic field where more destruction exists than creation
- ☒ A gale of creative destruction ✓
- ☐ A breeze of creative competitiveness
- ☐ An increase of learning for large and old firms, especially in technology-intensive industries

Submit

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## Graded Question

0.0/1.0 point (graded)

Company A has successfully launched its product in the market and has reaped rich dividends for the same. S is a top executive of the firm who is planning to move out to start the same business supported by a few investors. 6 months later, despite the product launch S has not been able to replicate the same success as in company A. Which of these is a possible reason?

- ☒ Imperfect mobility of the resource ✓
- ☐ Legal restrictions
- ☐ Firm performance differentials
- ☐ None of these

Submit

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## Graded Question

0.0/1.0 point (graded)

Differentiation and Segmentation are different from each other. Differentiation is concerned with \_\_\_\_\_ a firm competes, while Segmentation is concerned with \_\_\_\_\_ a firm competes.

☐ where, how

☒ how, where ✓

☐ how, why

☐ why, how

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Cost leadership focuses on \_\_\_\_\_ where as differentiation strategy focuses on \_\_\_\_\_.

☐ reducing cost, increasing price

☐ reducing price, increasing cost

☒ reducing cost, increasing willingness to pay ✓

☐ reducing cost, reducing price

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

During the 1990s, the focus of strategy analysis shifted:

☐ From the sources of profit outside the firm to the sources of profit within the firm

☐ To the resource-based view of the firm

☒ Both a and b ✓

☐ From the structure-based approach to the value-added perspective

Submit

You have used 0 of 1 attempt

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**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

The primary concern of resource based view is industry selection and positioning.

☐ True

☒ False ✓

☐ Depends

☐ Doesn't matter

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

The more complex and difficult it is to understand the basis of success in an industry:

☒ The more difficult imitation is ✓

☐ The less difficult imitation is

☐ The less impact on a firm's behaviors and success

☐ The more barriers to mobility exist within the industry



Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

When the buyers' switching costs for your product are very high, then the bargaining power of buyers is –

☒ Low ✓

☐ High

☐ Not related

☐ None of the above

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## Graded Question

0.0/1.0 point (graded)

A firm's \_\_\_\_\_ is the way in which managers conceptualize the business and make critical resource allocation decisions-be it in technologies, product development, distribution, advertising, or in human resource management.

☒ dominant Logic ✓

☐ economic logic

☐ ecological logic

☐ dormant logic

Submit

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## Graded Question

0.0/1.0 point (graded)

Strategy is fundamentally about:

☐ Being better than rivals

☒ Winning ✓

☐ Satisfying all stakeholders

☐ Being an excellent “corporate citizen”

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Game theory proved to be a valuable tool for strategic management. It allows strategists to:

☒ Frame their decisions, to predict the outcomes of competitive interaction, and to select optimal strategic choices ✓

☐ Frame their decision, to confirm their past previsions, and to predict their rivals' behaviors

☐ Analyze the effect of reputation, of information, and of commitment

☐ Ensure that they understand what the firm's top managers prefer

Submit

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## Graded Question

0.0/1.0 point (graded)

In the BCG growth share matrix a cash cow is a business that has \_\_\_\_\_ and \_\_\_\_\_.

☒ low growth rate, high market share ✓

☐ high growth rate, high market share

☐ low growth rate, low market share

☐ high growth rate, low market share

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You have used 0 of 1 attempt

**i** Answers are displayed within the problem

## Graded Question

0.0/1.0 point (graded)

Realized strategy differs from intended strategy because:

- ☒ Intended strategy must be adapted to changing circumstances. ✓
- ☐ Intended strategy comprises principles and guidelines, it is when it is implemented by middle managers that many of the critical strategic decisions are taken.
- ☐ Intended strategy is formulated by top management who out of touch with the reality of events on the ground.
- ☐ Both (a) and (b)

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

For a competitive advantage to exist:

- ☐ There must be weak and strong players in the industry in terms of capability endowments

☒ There must be some imperfection in the market ✓

☐ There must be the so-called “pure and perfect competition”

☐ There must be some mysterious and unknown mechanisms at work

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

The primary objective of analyzing the external environment of a firm in any industry is:

☐ The barriers of entry and exit in that industry

☒ The sources of profit in the industry ✓

☐ The five forces of the Porter’s model

☐ The expected level of profit in the mid-term for that industry

Submit

You have used 0 of 1 attempt

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## Graded Question

0.0/1.0 point (graded)

Which of the following is easier to identify?

☐ Organizational capabilities

☒ tangible resources ✓

☐ intangible resources

☐ Organization culture

Submit

You have used 0 of 1 attempt

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**You have completed the exam. If you have saved any answer please submit them and close the exam.**