

Question 1

It is important to understand national and regional cultures because:

- A) Organisations operating internationally have to cope with different regulatory regimes.
- B) Organisations operating internationally have to cope with a wide array of barriers to trade, including different taxation thresholds.
- C) Organisations operating internationally have to cope with the very different standards and expectations of the various regions and countries in which they operate.
- D) Organisations operating internationally have to cope with different languages.

Answer: <https://biology-forums.com/index.php?topic=699969>

Question 2

Which three of the following are good reasons why understanding the organisation's history is important for managers?

- A) Having a knowledge of the history helps managers to stand outside the organisation and assess how that history may affect decision making.
- B) It ensures that managers can identify the reasons for success.
- C) It encourages managers to consider 'What if' questions.
- D) It makes managers more sensitive to the risk of strategic drift.

Answer: <https://biology-forums.com/index.php?topic=699982>

Question 3

Which of the following is a disadvantage of exporting as a foreign entry mode?

- A) Economies of scale
- B) Even inexperienced firms can gain access to export markets via the Internet
- C) No operational facilities required in the host country
- D) Exposure to trade barriers such as import tariffs

Answer: <https://biology-forums.com/index.php?topic=700116>

Question 4

Causal ambiguity refers to the inability of an organisation's rivals to determine the exact source of its competitive advantages.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699881>

Question 5

Which of Porter's home base determinants relates to the clusters of high-technology enterprises in Silicon Valley?

- A) Firm strategy, industry structure and rivalry
- B) Related and supporting industries
- C) Governmental policy
- D) Factor conditions
- E) Home demand conditions

Answer: <https://biology-forums.com/index.php?topic=700134>

Question 6

Which of the following statements best defines market development?

- A) The emergence of new market segments that the firm might target if resources allow
- B) The growth of market share by intensive advertising and sales promotions
- C) The introduction of new products for existing customers to exploit customer loyalty
- D) The use of existing products to enter new markets or new segments of existing markets

Answer: <https://biology-forums.com/index.php?topic=700217>

Question 7

Which of the following statements is most likely to be true of a decentralised organisation?

- A) Ownership and commitment to a strategy is likely to be greater than in a centralised structure.
- B) There will be less opportunity to make your mark and get on.
- C) Poor decision making is likely to result with so many junior managers making them.
- D) Managers are likely to be less motivated than in a centralised structure.

Answer: <https://biology-forums.com/index.php?topic=700321>

Question 8

Which of the evaluation criteria listed below do you believe will have greatest importance for a medium sized firm seeking to grow in a dynamic

industry?

- A) Consistency with the organisation's mission and objectives
- B) Suitability of the strategy for the situation facing the firm
- C) Acceptability to shareholders
- D) Feasibility in terms of available resources and competencies

Answer: <https://biology-forums.com/index.php?topic=700241>

Question 9

What term is used for the process of winning the attention and support of top management and other important stakeholders for strategic issues?

- A) Procrastination
- B) Executive expansion
- C) Strategic analysis
- D) Strategic issue selling

Answer: <https://biology-forums.com/index.php?topic=700486>

Question 10

Which of the following are robust first-mover advantages? Choose all that apply.

- A) Ability to charge high prices
- B) Reputation for being first
- C) Scale benefits
- D) Pre-emption of scarce resources

Answer: <https://biology-forums.com/index.php?topic=700185>

Question 11

A strategic group is a sub-set of consumers with shared characteristics.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699826>

Question 12

Which of the following is not a key element in analysing an organisation's industry environment?

- A) Value chain analysis
- B) Competitor profiling/benchmarking
- C) Market analysis/segmentation
- D) Porter's 'five forces' model
- E) Demographic trends

Answer: <https://biology-forums.com/index.php?topic=699845>

Question 13

Which of the following are not usually key stakeholder groups in the not-for-profit sector?

- A) Funding providers
- B) Shareholders
- C) Government regulators
- D) Recipients of the service

Answer: <https://biology-forums.com/index.php?topic=699787>

Question 14

Which of the following is not a requirement for sustained competitive advantage?

- A) Rarity
- B) Customer value
- C) Non-substitutability
- D) Good supplier relationships
- E) Robustness

Answer: <https://biology-forums.com/index.php?topic=699888>

Question 15

A group of managers is considering how their organisation can compete successfully in a particular market. What type of strategy are they devising?

- A) Operational
- B) Business
- C) Strategic

D) Corporate

Answer: <https://biology-forums.com/index.php?topic=699793>

Question 16

IBM has many alliances, mainly with small firms that act as suppliers, agents, distributors, makers of complementary products etc. What term is used for this approach?

- A) Social entrepreneurship
- B) Corporate venturing
- C) Entrepreneurship
- D) Ecosystem

Answer: <https://biology-forums.com/index.php?topic=700202>

Question 17

Which of the following items is not an example of how culture can negatively affect strategy implementation?

- A) Culture generates inertia and so can lead to resistance to change.
- B) Culture plays a boundary defining role between one organisation and another.
- C) Where culture is not aligned with the needs of the strategy the desired behaviours may not be present and it will be necessary to change the culture.
- D) A conservative and risk-averse culture is likely to be resistant to change, as change will be viewed as a threat.
- E) The existence of a fragmented culture (i.e. several sub-cultures) will make a single cohesive implementation strategy hard to enact.

Answer: <https://biology-forums.com/index.php?topic=700417>

Question 18

Where an organisation has an ethical stance that incorporates multiple stakeholder obligations:

- A) Stakeholder interests and expectations (wider than just shareholders) should be more explicitly incorporated in the organisation's profit performance criteria.
- B) Management should focus on their key stakeholders' views when developing strategies.
- C) Performance of the organisation should be measured in a much more pluralistic way than just through the bottom line.
- D) Shareholders interests and expectations should be more explicitly incorporated in the organisation's purposes and strategies.

Answer: <https://biology-forums.com/index.php?topic=699932>

Question 19

Which of the following are the key assumptions of game theory? Choose all that apply.

- A) Competitor can reason forwards and think backwards.
- B) Competitors are in an interdependent relationship with each other.
- C) Competitors will behave rationally in trying to win.
- D) Competitors can perfectly understand each other's motives.

Answer: <https://biology-forums.com/index.php?topic=700055>