

1- ---- is an integrated set of actions to produce goods or services at an acceptable cost that customers perceive as different in ways that are important to them.

- a. Focus differentiation strategy.
- b. Focus strategy.
- c. Cost leadership strategy
- d. Differentiation strategy

2- Which of the following IS NOT a component of internal analysis?

Select one:

- a. Determining which of the firm's capabilities qualify as core competencies
- b. Identifying the opportunities and threats that have caused performance problems for the firm
- c. Identifying the opportunities and threats that have caused performance problems for the firm
- d. Evaluating whether or not a firm's core competencies meet the criteria for competitive advantage

3- In order for a core competence to help create a competitive advantage it must meet all of the following criteria EXCEPT

Select one:

- a. it must be rare
- b. it must be valuable
- c. it must be difficult to imitate
- d. It must be easily substitutable

4- The term "stuck in the middle"

Select one:

- a. ___reflects the fact that the customers of the firm have only moderate expectations regarding product quality.
- b. ___indicates an organization that consistently adheres to a middle of the road strategy in the face of negative outcomes.
- c. ___means that the cost structure is not low enough to allow it to attractively price products and that products are not differentiated enough for its target customer.
- d. ___indicates that the customers of an organization are willing to pay only a mid-range price for the product whatever

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

Select one:

- a. Functional
- b. Operational
- c- Business
- D- Strategic

6- Functional-level strategy is about how to compete successfully in a particular market.

Select one:

- a. True
- b. False

7- The Resource-Based View (RB) argues that competitive advantages and superior performance of an organization are more explained by the changes happening in the external environment.

Select one:

- a. True
- b. False

8- Which of the following statements defines organizational capabilities?

Select one:

- a. Process of allocating resources to support the selected strategies.
- b. organization's capacity to deploy the resources to achieve organizational goals.
- c. None of them
- d. an Integrated set of decisions and actions designed to gain a competitive advantage.

9- In Porter's generic strategies model, a focus strategy involves

Select one:

- a. selling to one region only
- b. selling simple products that are cheap to produce
- c. selling to a narrow customer segment
- d. selling a limited range of products

10- Which of the following is the best explanation of the concept of competitive strategy?

- a. Competitive strategy is concerned with how a strategic business unit achieves competitive advantage in a particular market
- b. Competitive strategy is concerned with how the structure and systems in an organization are managed to ensure competitiveness
- c. Competitive strategy is concerned with how an organization creates an environment necessary for employees' satisfaction
- d. Competitive strategy is concerned with how a firm can eliminate all its competitors and dominate the market.

11-In order to build a competitive advantage, a firm must

Select one:

- a. develops an innovation-oriented culture
- b. develop competencies that are distinctive and rare
- c. all of these are required for a competitive advantage
- d. use its resources effectively

12-Dell Computer uses inbound logistics, operations, sales and distribution to directly create value for its customers, consequently these activities are all examples of

Select one:

- a. support activities
- b. primary activities
- c. intangible activities
- d. tangible activities

13-What does it mean to outsource an activity?

Select one:

- a. Something to do with cultural problems
- b. Contracting with another organization to carry out one or some of its activities
- c. Contracting with another organization to exchange some resources and capabilities
- d. Contracting with another organization to develop a new business

14-A question for business level strategy would be __

Select one:

- a. Which industry do we want to be in?
- b. How should the business units be related to one another?
- c. How should resources be shared amongst the businesses?
- d. How should the business compete in its market?

15-Which of the following statements best explains the value chain model?

Select one:

- a. The value chain is a model for evaluating the linkages between the various departments that make up the organization.
- b. The value chain is a model for evaluating how value is added at all stages in the industry supply chain.
- c. The value chain is a model for evaluating the cost and added value of the various activities performed by an organization.
- d. The value chain is a model for evaluating which of an organization's suppliers offers the best value for money.

16-Strategic Business Unit (BU) is a group of market segments that have similar needs and preferences.

Select one:

- a. True
- b. False

17-Although the - _____ aims to assessing the resources and capabilities, consists of assessing the organizational functions.

Select one:

- a. Five forces analysis; Core competencies analysis.
- b. VRIO analysis, SWOT analysis
- c. Value chain analysis; VRIO analysis
- d. VRIO analysis; Value chain analysis

18- __which of the following is not a way to sustain differentiation-based advantage?

Select one:

- a. Creating difficulties of imitation
- b. Entering a price war
- c. Developing high switching costs for customers
- d. Creating a new product to extend and improve the product range

19-Toyota has excellent materials handling and inventory control. in terms of the value chain, this is the activity of

Select one:

- a. Outbound logistics
- b. Inbound logistics
- c. Firm infrastructure
- d. Procurement

20-When a company has deficiencies in resources or capabilities that make it hard for them to complete important tasks, these deficiencies are known as

Select one:

- a. threats
- b. strengths
- c. Weaknesses
- d. intangible resources

21-An organization's reputation is an example of:

Not yet answered

Select one:

- a. An intangible resource
- b. None of them
- c. A tangible resource
- d. A capability

22-Which of the following could be a strength of a firm?

Select one:

- a. A price that is too high
- b. Non-engaged employees
- c. A new international market
- d. The location of a business