

# National Testing Agency

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## Strategic Management

<b>Group Number :</b>	1
<b>Group Id :</b>	899514156
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## Strategic Management-1

<b>Section Id :</b>	899514218
<b>Section Number :</b>	1
<b>Section type :</b>	Online
<b>Mandatory or Optional :</b>	Mandatory
<b>Number of Questions :</b>	50
<b>Number of Questions to be attempted :</b>	50

**Section Marks :** 50  
**Mark As Answered Required? :** Yes  
**Sub-Section Number :** 1  
**Sub-Section Id :** 899514259  
**Question Shuffling Allowed :** Yes

**Question Number : 1 Question Id : 89951413164 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

An important implication of the resource-based perspective is that:

1. Firms tend to adopt similar or close strategies
2. Firms focus on uniqueness leading to increased firm heterogeneity
3. Firms focus on preventing new entrants from entering the market
4. Firms focus on becoming first movers

**Options :**

89951451231. 1  
89951451232. 2  
89951451233. 3  
89951451234. 4

**Question Number : 2 Question Id : 89951413165 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

The concept of “core rigidities” implies that:

1. Firms with the most highly developed capabilities may also have the greatest difficulty in developing new capabilities
2. Firms must continually avoid becoming trapped by inertia
3. Firms must convert static capabilities into dynamic capabilities
4. The tenure of a CEO should not normally be allowed to exceed five years.

**Options :**

89951451235. 1  
89951451236. 2  
89951451237. 3  
89951451238. 4

**Question Number : 3 Question Id : 89951413166 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

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

1. Internal, Internal
2. External, External
3. Internal, External
4. External, Internal

**Options :**

89951451239. 1  
89951451240. 2  
89951451241. 3  
89951451242. 4

**Question Number : 4 Question Id : 89951413167 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

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.

1. Emergent, Intended
2. Intended, Emergent
3. Realized, Intended
4. None of the above

**Options :**

89951451243. 1  
89951451244. 2  
89951451245. 3  
89951451246. 4

**Question Number : 5 Question Id : 89951413168 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

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

1. Internal
2. Industry
3. External
4. None of the above

**Options :**

89951451247. 1  
89951451248. 2  
89951451249. 3  
89951451250. 4

**Question Number : 6 Question Id : 89951413169 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

The purpose(s) of Porter's five forces framework is/are to:

1. Assess the industry attractiveness
2. Determine the profitability (or profit potential) of the industry
3. Guide the strategic decisions and choices of the firm
4. All of the above

**Options :**

89951451251. 1  
89951451252. 2  
89951451253. 3  
89951451254. 4

**Question Number : 7 Question Id : 89951413170 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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 (prospective entrant)

1. TRUE
2. FALSE
3. Depends on each case
4. None of the above

**Options :**

89951451255. 1  
89951451256. 2  
89951451257. 3  
89951451258. 4

**Question Number : 8 Question Id : 89951413171 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Not impacted
2. High
3. Low
4. None of the above

**Options :**

89951451259. 1  
89951451260. 2  
89951451261. 3  
89951451262. 4

**Question Number : 9 Question Id : 89951413172 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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 –

1. Increases
2. Driven down
3. Hardly matters
4. All of the above

**Options :**

89951451263. 1  
89951451264. 2  
89951451265. 3  
89951451266. 4

**Question Number : 10 Question Id : 89951413173 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

If an industry's key customer poses a very high threat of backward integration, then the bargaining power of buyers for that industry is considered –

1. High
2. Low
3. Depends
4. None of the above

**Options :**

- 89951451267. 1
- 89951451268. 2
- 89951451269. 3
- 89951451270. 4

**Question Number : 11 Question Id : 89951413174 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Industry, Firm
2. Industry, Industry
3. Firm, Firm
4. Firm, Industry

**Options :**

- 89951451271. 1
- 89951451272. 2
- 89951451273. 3
- 89951451274. 4

**Question Number : 12 Question Id : 89951413175 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

Your firm is in an industry in which the exit barriers (e.g. government regulations for firms who want to leave the industry) are very high. Hence, the rivalry in your industry will be

- 
1. Low
  2. High
  3. Not impacted
  4. Can't say

**Options :**

89951451275. 1  
89951451276. 2  
89951451277. 3  
89951451278. 4

**Question Number : 13 Question Id : 89951413176 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Limited access to raw materials
2. High capital investment required
3. Unequal access to channels of distribution
4. None of the above

**Options :**

89951451279. 1  
89951451280. 2  
89951451281. 3  
89951451282. 4

**Question Number : 14 Question Id : 89951413177 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Low
2. High
3. Not related
4. None of the above

**Options :**

89951451283. 1

89951451284. 2

89951451285. 3

89951451286. 4

**Question Number : 15 Question Id : 89951413178 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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 –

1. The government is not important
2. The government does not impact any of the five forces
3. The government's actions are reflected through their impact on one of the five forces and hence naturally get included in the industry analysis
4. None of the above

**Options :**

89951451287. 1

89951451288. 2

89951451289. 3

89951451290. 4

**Question Number : 16 Question Id : 89951413179 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**



The following is/are a part of the organization's resource-based view of strategy analysis

1. Physical resources
2. Intangible assets
3. Capabilities
4. All of the above

**Options :**

89951451291. 1  
89951451292. 2  
89951451293. 3  
89951451294. 4

**Question Number : 17 Question Id : 89951413180 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Intangible resources
2. Tangible resources
3. Capabilities
4. None of the above

**Options :**

89951451295. 1  
89951451296. 2  
89951451297. 3  
89951451298. 4

**Question Number : 18 Question Id : 89951413181 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Intangible
2. Tangible
3. Capable
4. All of the above

**Options :**

89951451299. 1  
89951451300. 2  
89951451301. 3  
89951451302. 4

**Question Number : 19 Question Id : 89951413182 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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 \_\_\_\_\_.

1. Physical uniqueness
2. Path dependency
3. Causal ambiguity
4. None of the above

**Options :**

89951451303. 1  
89951451304. 2  
89951451305. 3  
89951451306. 4

**Question Number : 20 Question Id : 89951413183 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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 –

1. Physical uniqueness
2. Path dependency
3. Causal ambiguity
4. Economic deterrence

**Options :**

89951451307. 1  
89951451308. 2  
89951451309. 3  
89951451310. 4

**Question Number : 21 Question Id : 89951413184 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

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

1. The resource should be inimitable
2. The resource should be durable
3. The resource should be non-substitutable
4. The resource should be valuable and rare

**Options :**

- 89951451311. 1
- 89951451312. 2
- 89951451313. 3
- 89951451314. 4

**Question Number : 22 Question Id : 89951413185 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

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 –

1. Competitive parity
2. Temporary competitive advantage
3. Sustainable competitive advantage
4. Competitive disadvantage

**Options :**

- 89951451315. 1
- 89951451316. 2
- 89951451317. 3
- 89951451318. 4

**Question Number : 23 Question Id : 89951413186 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 1 Wrong Marks : 0**

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

1. Corporate strategy answers the question 'Where to compete?
2. Corporate strategy is the task of domain navigation and business strategy is the task of domain selection
3. 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
4. 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

**Options :**

- 89951451319. 1
- 89951451320. 2
- 89951451321. 3
- 89951451322. 4

**Question Number : 24 Question Id : 89951413187 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. The barriers of entry and exit in that industry
2. The sources of profit in the industry
3. The five forces of the Porter's model
4. The expected level of profit in the mid-term for that industry

**Options :**

- 89951451323. 1
- 89951451324. 2
- 89951451325. 3
- 89951451326. 4

**Question Number : 25 Question Id : 89951413188 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

The threat of entry in any industry depends upon:

1. The number of incumbents in that particular industry
2. The level of profitability of the industry
3. The height of entry barriers that are present and the reaction from incumbents
4. The level of prices charged by the incumbents in the industry

**Options :**

89951451327. 1

89951451328. 2

89951451329. 3

89951451330. 4

**Question Number : 26 Question Id : 89951413189 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

The boundaries of any industry consist of:

1. The scope of products or services
2. The geographic scope
3. The level of competition
4. Both (a) and (b)

**Options :**

89951451331. 1

89951451332. 2

89951451333. 3

89951451334. 4

**Question Number : 27 Question Id : 89951413190 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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) –

1. Products where users are linked to a network
2. Availability of complementary products and services
3. Economizing on switching costs
4. All of the above

**Options :**

89951451335. 1

89951451336. 2

89951451337. 3

89951451338. 4

**Question Number : 28 Question Id : 89951413191 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Inferior, the high cost of differentiation erodes profitability over time.
2. Superior, differentiation is less vulnerable to changes in external environment and replication is difficult for competition.
3. Superior, differentiation efforts inherently drives costs down leading to dual advantage.
4. Inferior, low cost strategies leverage on economies of scale and are thus more fundamental to the business.

**Options :**

89951451339. 1

89951451340. 2

89951451341. 3

89951451342. 4

**Question Number : 29 Question Id : 89951413192 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. The price premium exceeds the cost of differentiation.
2. Low cost strategy is susceptible to imitation.
3. Low cost strategy offers inferior basis for sustainable competitive advantage.
4. Causal ambiguity is sufficient to lead to uncertain imitability.

**Options :**

89951451343. 1

89951451344. 2

89951451345. 3

89951451346. 4

**Question Number : 30 Question Id : 89951413193 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**

**Correct Marks : 1 Wrong Marks : 0**

Competitive advantage can be defined as

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

**Options :**

89951451347. 1

89951451348. 2

89951451349. 3

89951451350. 4

**Question Number : 31 Question Id : 89951413194 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**

**Correct Marks : 1 Wrong Marks : 0**

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

- 1. Homogeneity
- 2. Heterogeneity
- 3. Hierarchy
- 4. Hysteria

**Options :**

- 89951451351. 1
- 89951451352. 2
- 89951451353. 3
- 89951451354. 4

**Question Number : 32 Question Id : 89951413195 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

- 1. TRUE
- 2. FALSE
- 3. Depends
- 4. None of the above

**Options :**

- 89951451355. 1
- 89951451356. 2
- 89951451357. 3
- 89951451358. 4

**Question Number : 33 Question Id : 89951413196 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**



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

1. TRUE
2. FALSE
3. Depends
4. None of the above

**Options :**

89951451359. 1  
89951451360. 2  
89951451361. 3  
89951451362. 4

**Question Number : 34 Question Id : 89951413197 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. TRUE
2. FALSE
3. Depends
4. None of the above

**Options :**

89951451363. 1  
89951451364. 2  
89951451365. 3  
89951451366. 4

**Question Number : 35 Question Id : 89951413198 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

Reputation assets is an example of

1. Tangible resource
2. Intangible resource
3. Human resource
4. Organizational Capability

**Options :**

- 89951451367. 1
- 89951451368. 2
- 89951451369. 3
- 89951451370. 4

**Question Number : 36 Question Id : 89951413199 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

- 1. Resource immobility
- 2. Resource neutrality
- 3. Resource incarnation
- 4. Resource bricolage

**Options :**

- 89951451371. 1
- 89951451372. 2
- 89951451373. 3
- 89951451374. 4

**Question Number : 37 Question Id : 89951413200 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

Which of these makes it relatively easier to imitate resources?

- 1. Path dependence
- 2. Resource compression diseconomies
- 3. Visible assets
- 4. Interconnected asset stocks

**Options :**

- 89951451375. 1
- 89951451376. 2
- 89951451377. 3
- 89951451378. 4

**Question Number : 38 Question Id : 89951413201 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

Which of these makes it costly to imitate resources?

1. Asset mass efficiencies
2. Social complexity
3. Causal ambiguity
4. All of these

**Options :**

89951451379. 1  
89951451380. 2  
89951451381. 3  
89951451382. 4

**Question Number : 39 Question Id : 89951413202 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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?

1. Imperfect mobility of the resource
2. Legal restrictions
3. Firm performance differentials
4. None of these

**Options :**

89951451383. 1  
89951451384. 2  
89951451385. 3  
89951451386. 4

**Question Number : 40 Question Id : 89951413203 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

Isolating Mechanisms in firms are similar to Entry Barriers in:

1. Nations
2. Firms
3. Industry
4. Associations

**Options :**

89951451387. 1  
89951451388. 2  
89951451389. 3  
89951451390. 4

**Question Number : 41 Question Id : 89951413204 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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:

1. Need for professional recognition
2. Need for interconnected resources
3. Need for increased pay
4. None of these

**Options :**

89951451391. 1  
89951451392. 2  
89951451393. 3  
89951451394. 4

**Question Number : 42 Question Id : 89951413205 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. Causal Ambiguity
2. Path Dependence
3. Social Complexity
4. Patents

**Options :**

89951451395. 1

89951451396. 2

89951451397. 3

89951451398. 4

**Question Number : 43 Question Id : 89951413206 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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:

1. Interconnected resources
2. Social complexity
3. Unique Organizational Culture
4. All of these

**Options :**

89951451399. 1

89951451400. 2

89951451401. 3

89951451402. 4

**Question Number : 44 Question Id : 89951413207 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. is way resources are acquired
2. the way resources are stored
3. the way firms bundle resources and their interconnected nature
4. the way resource value is calculated

**Options :**

89951451403. 1

89951451404. 2

89951451405. 3

89951451406. 4

**Question Number : 45 Question Id : 89951413208 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

The Resource Based View of the Firm is aligned with which of the following constituents of the

1. OT
2. OS
3. SW
4. ST

**Options :**

89951451407. 1

89951451408. 2

89951451409. 3

89951451410. 4

**Question Number : 46 Question Id : 89951413209 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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 why imitating its strategy. This can be explained by?

1. higher profitability
2. resource inimitability
3. higher quality
4. higher market share

**Options :**

89951451411. 1

89951451412. 2

89951451413. 3

89951451414. 4

**Question Number : 47 Question Id : 89951413210 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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

1. there is economies of scale
2. other retailers find it difficult to imitate
3. other retailers can replicate over time
4. there is economies of scope

**Options :**

89951451415. 1

89951451416. 2

89951451417. 3

89951451418. 4

**Question Number : 48 Question Id : 89951413211 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

Causal ambiguity makes it difficult to imitate

1. across industries
2. across firms within the industry
3. across units within the firm
4. All of these

**Options :**

89951451419. 1  
89951451420. 2  
89951451421. 3  
89951451422. 4

**Question Number : 49 Question Id : 89951413212 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**

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.

1. firm, industry
2. industry, firm
3. industry, resource
4. industry, market

**Options :**

89951451423. 1  
89951451424. 2  
89951451425. 3  
89951451426. 4

**Question Number : 50 Question Id : 89951413213 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 1 Wrong Marks : 0**



In RBV of the firm, the resources with each firm are \_\_\_\_\_

1. unique and heterogeneous
2. unique and homogeneous
3. heterogeneous and unilateral
4. irrelevant

**Options :**

89951451427. 1

89951451428. 2

89951451429. 3

89951451430. 4

## Strategic Management-2

Section Id :	899514219
Section Number :	2
Section type :	Online
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Mark As Answered Required? :	Yes
Sub-Section Number :	1
Sub-Section Id :	899514260
Question Shuffling Allowed :	Yes

**Question Number : 51 Question Id : 89951413214 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**

**Correct Marks : 2 Wrong Marks : 0**

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

1. internal, external
2. resource, advantage
3. external, internal
4. Competition, strategy

**Options :**

- 89951451431. 1
- 89951451432. 2
- 89951451433. 3
- 89951451434. 4

**Question Number : 52 Question Id : 89951413215 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

Which of the following is easier to identify?

- 1. Organizational capabilities
- 2. tangible resources
- 3. intangible resources
- 4. Organization culture

**Options :**

- 89951451435. 1
- 89951451436. 2
- 89951451437. 3
- 89951451438. 4

**Question Number : 53 Question Id : 89951413216 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

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:

- 1. causal ambiguity
- 2. Social complexity
- 3. network effects
- 4. Access to unique candidate profiles

**Options :**

- 89951451439. 1
- 89951451440. 2
- 89951451441. 3

89951451442. 4

**Question Number : 54 Question Id : 89951413217 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

Higher level of tacit knowledge can make it difficult to imitate because tacit knowledge can lead to \_\_\_\_\_.

1. causal ambiguity
2. resource parity
3. resource disadvantage
4. path dependence

**Options :**

89951451443. 1  
89951451444. 2  
89951451445. 3  
89951451446. 4

**Question Number : 55 Question Id : 89951413218 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

The interpersonal relationships in a team can result in a basket ball team filled with star players losing to a well oiled basket ball team with lesser known players. Which of the following phenomenon can explain the performance difference:

1. Path dependence
2. Social complexity
3. network effects
4. superior processes

**Options :**

89951451447. 1  
89951451448. 2  
89951451449. 3  
89951451450. 4

**Question Number : 56 Question Id : 89951413219 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**

**Correct Marks : 2 Wrong Marks : 0**

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

- 
1. gain market share
  2. attract customer
  3. organizationally exploit it
  4. replicate it

**Options :**

89951451451. 1  
89951451452. 2  
89951451453. 3  
89951451454. 4

**Question Number : 57 Question Id : 89951413220 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 2 Wrong Marks : 0**

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

1. where, how
2. how, where
3. how, why
4. why, how

**Options :**

89951451455. 1  
89951451456. 2  
89951451457. 3  
89951451458. 4

**Question Number : 58 Question Id : 89951413221 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 2 Wrong Marks : 0**

Which of the following is not a generic strategy as propounded by Michael Porter

1. Overall Cost Leader
2. Differentiation
3. Focused Player
4. Leverage Player

**Options :**

89951451459. 1  
89951451460. 2  
89951451461. 3  
89951451462. 4

**Question Number : 59 Question Id : 89951413222 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

Which of these is not a driver of cost advantage

1. Economies of scale
2. Production techniques
3. Capacity utilization
4. Differentiation variable

**Options :**

89951451463. 1  
89951451464. 2  
89951451465. 3  
89951451466. 4

**Question Number : 60 Question Id : 89951413223 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

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

1. stuck in the middle
2. survive in the middle
3. more a cost leader than a differentiator
4. more a differentiator than a cost leader

**Options :**

- 89951451467. 1
- 89951451468. 2
- 89951451469. 3
- 89951451470. 4

**Question Number : 61 Question Id : 89951413224 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

Which of these is not a way in which a product differentiator firm would differentiate itself on

- 1. Linkage between functions
- 2. Product features
- 3. Reputation
- 4. Cost

**Options :**

- 89951451471. 1
- 89951451472. 2
- 89951451473. 3
- 89951451474. 4

**Question Number : 62 Question Id : 89951413225 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

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?

- 1. Broad differentiation
- 2. Focused differentiation
- 3. broad cost leader
- 4. focused cost leader

**Options :**

- 89951451475. 1
- 89951451476. 2
- 89951451477. 3

89951451478. 4

**Question Number : 63 Question Id : 89951413226 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

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

1. reducing cost, increasing price
2. reducing price, increasing cost
3. reducing cost, increasing willingness to pay
4. reducing cost, reducing price

**Options :**

89951451479. 1  
89951451480. 2  
89951451481. 3  
89951451482. 4

**Question Number : 64 Question Id : 89951413227 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

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?

1. It offers fresh fruits and vegetables at comparable price to physical retail store
2. It offers fresh fruits and vegetables at a lower price compared to physical retail store
3. When it tried to reduce the discounts some customers opted to buy from physical store
4. Its customers are loyal and don't mind paying higher than that of physical retail store

**Options :**

89951451483. 1  
89951451484. 2  
89951451485. 3  
89951451486. 4

**Question Number : 65 Question Id : 89951413228 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 2 Wrong Marks : 0**

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

1. Tight control on overhead costs
2. Leveraging economies of scale to lower production cost
3. Increased product mix and wider choices
4. Efficient organization systems

**Options :**

89951451487. 1  
89951451488. 2  
89951451489. 3  
89951451490. 4

**Question Number : 66 Question Id : 89951413229 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 2 Wrong Marks : 0**

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

1. Inelastic consumer demand
2. The product is an experience good
3. Uniqueness in offering isn't valued by customers
4. Rapid technology changes

**Options :**

89951451491. 1  
89951451492. 2  
89951451493. 3  
89951451494. 4

**Question Number : 67 Question Id : 89951413230 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**  
**Correct Marks : 2 Wrong Marks : 0**



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

1. Value-chain analysis
2. Value-add analysis
3. Variance analysis
4. Variability analysis

**Options :**

89951451495. 1  
89951451496. 2  
89951451497. 3  
89951451498. 4

**Question Number : 68 Question Id : 89951413231 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

A cost leader's value chain is geared towards

1. enhancing uniqueness of each of the firm's activities
2. enhancing cost reduction across each of the firm's activities
3. enhancing differentiation across each of the firm's activities
4. enhancing leadership across each of the firm's activities

**Options :**

89951451499. 1  
89951451500. 2  
89951451501. 3  
89951451502. 4

**Question Number : 69 Question Id : 89951413232 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

The Value Chain and RBV can be usefully combined to assess

1. firm homogeneity
2. focus cost leadership
3. how each of the firm's activities fare with regard to the VRIO conditions
4. focus differentiation

**Options :**

- 89951451503. 1
- 89951451504. 2
- 89951451505. 3
- 89951451506. 4

**Question Number : 70 Question Id : 89951413233 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

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 \_\_\_\_\_.

- 1. geographic scope
- 2. product scope
- 3. vertical scope
- 4. market scope

**Options :**

- 89951451507. 1
- 89951451508. 2
- 89951451509. 3
- 89951451510. 4

**Question Number : 71 Question Id : 89951413234 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

L is a mobile handset manufacturer that is currently based in India. It now plans to launch the same products with additional language support in some African countries. This would be an example of increase in \_\_\_\_\_.

- 1. vertical scope
- 2. geographic scope
- 3. venturing scope
- 4. product scope

**Options :**

- 89951451511. 1
- 89951451512. 2
- 89951451513. 3

89951451514. 4

**Question Number : 72 Question Id : 89951413235 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

Firm A has made a huge financial investment recently in upgrading its manufacturing operations believing a commitment from its old client, Firm B. When A informed B about this investment, B held back the order for 6 months. B returned and then managed to negotiate for a better price for A's output. This is an example of:

1. value creation
2. value capture
3. hold up
4. contract

**Options :**

89951451515. 1  
89951451516. 2  
89951451517. 3  
89951451518. 4

**Question Number : 73 Question Id : 89951413236 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No Correct Marks : 2 Wrong Marks : 0**

Which of these is a rationale for a firm to enter into multiple businesses? [V(A) represents the value of a business A and so on]

1.  $V(A + B + C) < V(A) + V(B) + V(C)$
2.  $V(A + B + C) > V(A) + V(B) + V(C)$
3.  $\text{Cost}(A + B + C) > \text{Cost}(A) + \text{Cost}(B) + \text{Cost}(C)$
4. None of these

**Options :**

89951451519. 1  
89951451520. 2  
89951451521. 3  
89951451522. 4

**Question Number : 74 Question Id : 89951413237 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**

**Correct Marks : 2 Wrong Marks : 0**

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

1. low growth rate, high market share
2. high growth rate, high market share
3. low growth rate, low market share
4. high growth rate, low market share

**Options :**

89951451523. 1  
89951451524. 2  
89951451525. 3  
89951451526. 4

**Question Number : 75 Question Id : 89951413238 Question Type : MCQ Option Shuffling : No Is Question Mandatory : No**

**Correct Marks : 2 Wrong Marks : 0**

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

1. heartland
2. alien territory
3. ballast
4. value trap

**Options :**

89951451527. 1  
89951451528. 2  
89951451529. 3  
89951451530. 4