

## **Chapter 2: Strategic Approaches**

1. Pisano et al. (2017) identified two main approaches to corporate strategy, namely:

- a. prescriptive and predictive.
- b. prescriptive and emergent.
- c. nascent and emergent.
- d. none of these.

Ans: b

2. Which of the following was identified by Grant (2008) as the common element of a successful strategy?

- a. having a clear vision
- b. having a clear mission
- c. having a profound understanding of the competitive environment
- d. having conducted a thorough stakeholder analysis

Ans: c

3. Pisano et al. (2017) identified three core areas of corporate strategy, namely:

- a. strategic formation, strategic analysis and strategic implementation.
- b. corporate scanning, strategic analysis and strategic implementation.
- c. corporate scanning, environmental analysis and strategic implementation.
- d. strategic formulation, strategic analysis and strategic implementation.

Ans: d

4. Which of the following IS NOT included within the analysis of the external environment?

- a. understanding stakeholder views
- b. surveying participants regarding the purpose and performance of the organization
- c. understanding the factors affecting the industry, the economy communities and the environment.
- d. understanding the maturity of the organization in terms of deriving and supporting strategy

Ans: d

5. Which of the following IS NOT included within the process of strategic analysis?

- a. SWOT
- b. internal analysis
- c. external analysis
- d. stakeholder analysis

Ans: d

6. Porter's forces of competition framework consists of how many forces?

- a. three
- b. four
- c. five
- d. six

Ans: c

7. Who defined a business model whereby the union of four blocks that create and deliver value – customer value proposition, profit formula, key resources and processes?

- a. Porter (1999)

- b. Johnson (2008)
- c. Miles and Snow (2011)
- d. Kotler (2000)

Ans: b

8. Which of the following IS NOT part of a red ocean strategy?

- a. beating the competition
- b. exploiting existing demand
- c. creating uncontested market space
- d. making the value/cost trade-off

Ans: c

9. When considering the content, context and process framework, which of the following three questions are directly related to these three areas in sequence?

- a. what, why and when
- b. what, when and why
- c. why, what and when
- d. None of these

Ans: a

10. In a world of uncertainty where investments once made are irreversible, flexibility is:

- a. irrelevant.
- b. valuable.
- c. invaluable.

d. risky.

Ans: b

11. Whose work stressed the importance of product and market selection in strategy?

- a. Ohmae (1982)
- b. Kim and Mauborgne (2004 and 2005)
- c. Mintzberg (2005)
- d. Ohmae (1982) and Kim and Mauborgne (2004 and 2005)

Ans: d

12. Substantial change to the range of offerings or to the markets served, or both, is known as \_\_\_\_\_

- a. intensification.
- b. diversification.
- c. differentiation.
- d. none of these.

Ans: b

13. Which of the following is the blueprint that defines how the company creates value for itself while providing value to the customer?

- a. customer value proposition
- b. profit formula
- c. net present value
- d. none of these

Ans: b