

MULTIPLE CHOICE QUESTIONS

1. KSFs stand for:
(a) Key strategic factors
(b) Key supervisory factors
(c) Key success factors
(d) Key sufficient factors
2. Competitive landscape requires the application of-
(a) Competitive advantage
(b) Competitive strategy
(c) Competitive acumen
(d) Competitive intelligence
3. The term PESTLE analysis is used to describe a framework for analysing:
(a) Macro Environment
(b) Micro Environment
(c) Both Macro and Micro Environment
(d) None of above
4. 'Attractiveness of firms' while conducting industry analysis should be seen in-
(a) Relative terms
(b) Absolute terms
(c) Comparative terms
(d) All of the above
5. What is not one of Michael Porter's five competitive forces?
(a) New entrants
(b) Rivalry among existing firms
(c) Bargaining power of unions
(d) Bargaining power of suppliers
6. Which of the following constitute Demographic Environment?
(a) Nature of economy i.e. capitalism, socialism, Mixed
(b) Size, composition, distribution of population, sex ratio
(c) Foreign trade policy of Government
(d) Economic policy i.e. fiscal and monetary policy of Government
7. All are elements of Macro environment except:
(a) Society
(b) Government
(c) Competitors
(d) Technology

8. The emphasis on product design is very high, the intensity of competition is low, and the market growth rate is low in the ____ stage of the industry life cycle.
- (a) Maturity (b) Introduction
(c) Growth (d) Decline
9. Which of the following statements is not true:
- (a) Strategic environment is complex
(b) Strategic environment is turbulent.
(c) High cost of strategy makes them useless for charitable organisations.
(d) public sector units should implement business strategy
10. During which stage of the Product Life Cycle will strategies like selective harvesting, retrenchment etc. may be adopted by company?
- (a) Decline (b) Growth
(c) Maturity (d) Introduction
11. During which stage of the Product Life Cycle will marketing strategies need to concentrate on differentiating a product from competing products, building brand loyalty and offering incentives to attract competitor's customers to switch?
- (a) Decline (b) Growth
(c) Maturity (d) Introduction
12. According to Porter, which of the following is important to achieve competitive advantage?
- (a) Differentiation and cost advantage.
(b) Outsourcing activities.
(c) Having strong relationships with buyers and sellers.
(d) Focus on most competitive businesses
13. SK is a marketing consultancy business. SK's most recent corporate analysis has identified that three new businesses have recently entered its market and started aggressively targeting SK's key client. As part of SK's corporate analysis, these three new businesses would be a
- (a) Strength (b) Opportunity
(c) Weakness (d) Threat
14. Which of the following is not part of external analysis:
- (a) Customer segments. (b) Organisational constraints.
(c) Entry barriers. (d) Competitors
15. The purpose of logistics management is
- (a) Provide customer satisfaction
(b) Create automation
(c) Procure better quality raw material
(d) Manage inward and outward movement of goods

16. Which is not the characteristic of globalization?
(a) Conglomerate of multiple units (b) Common Pool of resources
(c) Common Strategy (d) High Transpersonal Cost
17. Value chain analysis was originally introduced as an to shed light on the value-added task of separate activities.
(a) Accounting Analysis (b) Portfolio Analysis
(c) Controls Analysis (d) System Analysis
18. Which concepts exhibits the relationship of sales with respect of time for a product that passes through the four successive stages?
(a) BCG (b) PLC
(c) SWOT (d) ADL
19. _____ can be done using a set of concepts & techniques to get a clear picture on key industry traits.
(a) Strategy analysis (b) Industry & Competitive Analysis
(c) Value Chain Analysis (d) Portfolio Analysis
20. Competitive strategy of a firm evolves out of consideration of several factor that are _____ to it.
(a) Unrelated (b) Managerial
(c) Internal (d) External
21. Which will not be considered as a supporting activity?
(a) Firm Infrastructure (b) HR Management
(c) Inbound Logistic (d) Technology Development
22. In which stage of product life cycle the competition is negligible?
(a) Introduction (b) Growth
(c) Maturity (d) Decline
23. A for a firm is whatever it does Best.
(a) Core Competency (b) Driving Forces
(c) Key Success Factors (d) Concurrent Filters
24. _____ of a firm evolves out of consideration of several factors that are external to it.
(a) Competitive Landscape (b) Strategic Analysis
(c) Core Competence (d) Competitive Strategy
25. The objective competitive strategy is to generate
(a) Generate Competitive Advantage (b) Increase Market Share
(c) Beat Competition (d) All the above

26. Which of these will not be considered as primary activity?
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|----------------------|-------------------------|
| (a) Inbound Logistic | (b) Marketing & Sales |
| (c) Procurement | (d) Service & Operation |
27. Which of these are those things that most affect industry member's ability to prosper in marketplace?
- | | |
|--------------------------|------------------------|
| (a) Key Success Factors | (b) Driving Forces |
| (c) Core Identity Forces | (d) Concurrent Filters |
28. Capabilities that are valuable, rare, costly to imitate, & non-substitutable are _____.
- | | |
|-------------------------|------------------------|
| (a) Core Competency | (b) Driving Forces |
| (c) Key Success Factors | (d) Concurrent Filters |
29. Competitive strategy consist of moves to.
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|--------------------------------|------------------------------------|
| (a) Attract Customer | (b) Withstand Competitive pressure |
| (c) Strengthen market position | (d) All the above |
30. Companies often set to reduce high transformational cost in globalization.
- | | |
|--------------------|--------------------|
| (a) Bearer Plant | (b) Overseas plant |
| (c) Domestic Plant | (d) All the above |
31. Which of these are the rules that shape whether a company will be financially & competitively successful?
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|--------------------------|------------------------|
| (a) Core Identity Forces | (b) Driving Forces |
| (c) Key Success Factors | (d) Concurrent Filters |
32. Which of the following is based on commonly observed phenomenon that unit costs decline as a firm accumulates experience in terms of a cumulative volume of production?
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|----------------------|-------------------------|
| (a) Experience Curve | (b) Product Life Cycle |
| (c) SWOT Analysis | (d) Growth Share Matrix |
33. _____ comes from a firm's ability to perform activities more effectively that its rivals.
- | | |
|---------------------------|---------------------------|
| (a) Competitive Landscape | (b) Competitive Advantage |
| (c) Core Competence | (d) Strategic Change |
34. Most dominant forces are called **because they have biggest** influence.
- | | |
|---------------------|-------------------------------|
| (a) Driving Forces | (b) Dominant economic feature |
| (c) Strategic Moves | (d) Competitive Landscape |
35. In which stage of product life cycle the sales & profit falls down sharply due to some new product replaces the existing product?
- | | |
|------------------|-------------|
| (a) Introduction | (b) Growth |
| (c) Maturity | (d) Decline |

36. Which approaches has an advantage that it can be used to diagnose a portfolio of products in order to establish stage at which each of them exists?
- (a) Experience Curve (b) Product Life Cycle
(c) SWOT Analysis (d) Growth Share Matrix
37. _____ is a business analysis which identifies competitors, either direct or indirect.
- (a) Competitive Landscape (b) Strategic Analysis
(c) Core Competence (d) Competitive Strategy
38. Which of these refers to process of integration of world economy into one huge market.
- (a) Globalization (b) Privatization
(c) Stratification (d) None of these
39. Which of these is a widely used means of describing activities within & around an organization & relating them to an assessment of competitive strength of an organization
- (a) Accounting Analysis (b) Portfolio Analysis
(c) Controls Analysis (d) System Analysis
40. Which concept is also known as, S-Shaped' Curve?
- (a) PLC (b) BCG
(c) ADL (d) SWOT
41. Which area of value chain transform various inputs into the final product or service?
- (a) Marketing & Sales (b) Procurement
(c) Infrastructure (d) Operation
42. Which is meant about analyse competitors & at the same time, it permits the comprehension of their vision, mission, core values, niche market, strength & weakness?
- (a) Strategic Analysis (b) Core Competence
(c) Competitive Landscape (d) Competitive Strategy
43. Which is a particularly important area of supportive activities in value chain that transcends all primary activities?
- (a) Procurement (b) Technology Development
(c) Human Resources Manager (d) Infrastructure
44. Determine the correct stage of competitive landscape.
- (i) Put all information together
(ii) Determine Strength & Weakness of competitors
(iii) Understand the competitors
(iv) Identify the competitors
- (a) (ii), (iv), (i), (iii) (b) (iii), (iv), (ii), (i)
(c) (i), (iii), (ii), (iv) (d) (iv), (iii), (ii), (i)

45. Which of these is dynamic & uncertain?
- (a) External Environment (b) Organization Analysis
(c) Both (a) & (b) (d) None of these
46. Which is not the major dimension of strategic decision making?
- (a) Top management involvement (b) Commitment of organizational resources
(c) Future Oriented (d) Impact on short term prosperity of firm
47. Which of these consists of economic, social, technological, market & other forces which affect its functioning?
- (a) External Environment (b) Organization Analysis
(c) Both (a) & (b) (d) None of these
48. Which is one of most effective & enduring conceptual frameworks used to assess nature of competitive environment & to describe an industry's structure?
- (a) Porter's five forces (b) Generic Strategy
(c) Ansoff growth share matrix (d) General Electric Matrix
49. A large firm can produce high volumes of good at successively lower costs.
- (a) Capital Requirement Barrier (b) Economic of scale Barrier
(c) Switching Cost Barrier (d) Brand Identity Barrier
50. Buyer bargaining power has leverage when ____ .
- (a) Buyers have full knowledge (b) Buyers have invested a lot of money
(c) Buyers are more concentrated than firms (d) All the above
51. Assets of firm considering maybe highly specialized & therefore of little value to any other firm.
- (a) Fixed Cost (b) Slow Growth
(c) Exit Barrier (d) Industry Leader
52. Who believes that basic unit of analysis for understanding is a group of competitors producing goods & services that compete directly with each other?
- (a) Michal Porter (b) Igor H. Ansoff
(c) William F. Glueck (d) Richard Cyert
53. The interrelationship among environment.
- (a) Strategies (b) Resources
(c) Controls (d) Porter's Five Forces
54. Which refers to physical or enhancements, that make a product special or unique in the eyes of customers?
- (a) Product Differentiation (b) Economic of scale
(c) Switching Cost (d) Brand Identity

55. Suppliers bargaining power has leverage when.
 (a) Substitutes are not available (b) High Switching Cost
 (c) Sellers are more concentrated than buyers (d) All the above
56. Which of these is a powerful & widely used tool for systematically diagnosing significant competitive pressure in a market?
 (a) Porter's five forces (b) Generic Strategy
 (c) Ansoff growth share matrix (d) General Electric Matrix
57. Michael Porter's strategy imply.
 (a) Organizational arrangements (b) Control Procedure
 (c) Incentive system (d) All the above
58. Which of these is not the element of five forces?
 (a) Threats of new entrance (b) Bargaining power of buyer
 (c) Threats of complimentary (d) Nature of industry rivalry
59. Buyers may need to test new firm's product, negotiable new purchase contracts, & train personnel to use **new equipment**.
 (a) Handling Cost (b) Emergency Cost
 (c) Switching Cost (d) Durability Cost
60. Rivalry among competitors tends to be cutthroat & industry profitability low when _____.
 (a) Industry has no clear leader (b) Numerous competitors
 (c) Face High exit barriers (d) All the above

Answer Key

1. (c)	2. (d)	3. (a)	4. (a)	5. (c)	6. (b)	7. (c)	8. (b)	9. (c)	10. (a)
11. (c)	12. (a)	13. (d)	14. (b)	15. (d)	16. (d)	17. (a)	18. (b)	19. (b)	20. (d)
21. (c)	22. (a)	23. (c)	24. (d)	25. (d)	26. (c)	27. (a)	28. (a)	29. (d)	30. (b)
31. (c)	32. (a)	33. (b)	34. (a)	35. (d)	36. (a)	37. (a)	38. (a)	39. (a)	40. (a)
41. (d)	42. (c)	43. (c)	44. (d)	45. (a)	46. (d)	47. (a)	48. (a)	49. (b)	50. (d)
51. (c)	52. (a)	53. (d)	54. (a)	55. (d)	56. (a)	57. (d)	58. (c)	59. (c)	60. (d)