

Exam Strategic management – June 2013

Serie 1

Question 1 – multiple choice (5 pts)

(1 point if you're right, 0 if you don't answer, -1/3 if you're wrong)

1.1. Entreprise value calculation

1.2. Added value calculation

1.3. True or false :

- The prof gives two sentences, you have to select between: both sentence are true, both are false, A true B false, A false B true.
- Example of sentence: “when they innovate, firms often do product innovation and process innovation. This is because business model innovation is less profitable”.

1.4. Strategic decisions:

- The prof gives two sentences, you have to select between: both are strategic decisions, none of them are strategic decisions, A is a strategic decisions while B isn't, B is a strategic decisions while A isn't.
- The two sentences were like:
 - A: Company X increases its price by 2.5€
 - B: Company Y makes R&D investment.

1.5. Same as question 1.3.

Question 2 – Open question (8 pts)

2.1. What are corporate strategy and competitive strategy? (1 point)

2.2. Give the 4 threats to the sustainability of the competitive advantage + example for each threat (5 points)

2.3. What are the drivers of corporate advantage + example (2 points)

Question 3 – Case study (5 points)

- In the text (here about China and the furniture industry), apply the AAA model to Ikea in China. Which strategy/ies is Ikea the most likely to use in its global strategy? (4 points)
- Draw a strategic map of the Chinese furniture industry (1 point)

Question 4 – Guest lecture (2 points)

- During the guest lecture about Fortis, Max Jadot gave 4 challenges that the banking business is facing nowadays. What are these four challenges?