

Strategic management June 2013

Exam questions for 'Strategic Management' by Bruno Cassiman (2012–2013) – duration 2 hours:

– Multiple choice questions (5/20)

- * Two statements: which ones are 'strategic decisions'? (one was about Gasthuisberg wanting to set up a R&D division)
- * Question about calculating the value created. Information was given about 2 companies with the WTP and costs, also it was mentioned that there was one buyer
- * Two statements: which one(s) is/are true
- * Question about calculating the enterprise value. A lot of information was given (including some percentages). Didn't answer the question so I don't remember details
- * Forgot last MC question

– Question 2 (8/20)

- * Difference between corporate and competitive strategy
- * What can a company do to improve its corporate strategy and give examples
- * Which elements can affect the competitiveness (or profitability) of a company? Define these elements, give examples and provide 2 ways in which the company can respond to these threats

– Question 3: case study (a new one) (5/20)

Case about the furniture industry in China. Information was given on different players already established in the Chinese market. One was a bigger player, focusing on design furniture. Then there were some smaller, low-cost players that wanted to increase their market share. Also it was stated that there would be growth regarding that industry in China and that there would be more suppliers, but currently there is only one manufacturer dominating the market (60%). Furthermore there was some more detailed info on growth, profitability, market shares (with percentages) using pie charts.

- * Question about whether it would be interesting for Ikea to internationalize to China and whether they would effectively do this or not, using a certain AAA model (the 'certain' here doesn't imply that there are multiple AAA models, I simply don't know what the hell this AAA model is)
- * Give a strategic mapping/group about the different companies/strategies. Didn't know what this was either so terminology might be little of.

– Question 4: guest lecture of Fortis (2/20)

Give 4 challenges the banking sector is facing today.

