

## 경영전략 퀴즈

( ) 학과( ) 학번  
이름( )

1. Equity based alliances include co marketing, research and development, contracts, turnkey products, strategic suppliers, strategic distributors, and licensing/franchising.( )
2. Since integration within alliances is usually not as tight as acquisitions, antitrust authorities have a higher likelihood of approving alliances.( )
3. Formal government policies regarding entry mode requirements for new firms are generally becoming more conservative.( )
4. It is important for managers to have collaborative relationship skills since alliances are more about collaboration than pure competition.( )
5. Imitability between alliance partners has much more to do with integration, and imitability between acquisition members has to do with trust.( )
6. Alliances are better than acquisitions in situations that require a high degree of integration.( )
7. The main decision made during the first stage of alliance formation is whether it is best to confront competitive challenges or to join them.( )
8. Equity alliance relationships tend to have less direct control over joint activities on a continual basis than the contractual relationships.( )
9. Regarding motives for acquisitions, synergistic motives add value while hubris and managerial motives reduce value.( )
10. One of the drawbacks to acquisitions, compared to mergers, is that a firm gains both the mediocre areas of the target as well as the strong areas.( )
11. Engaging in thorough due diligence concerning both strategic and organizational fit is a wise strategy during the post acquisition phase.( )
12. Competitive dynamics are the interactions between two rivaling firms and include an initiator and responder.( )

13. In a competitive situation, the initiating firm conducts competitor analysis when it predicts the competitor's response, even before the firm initiates the plan.( )
14. Tacit collusion, which exists when firms directly negotiate output, pricing, and markets, leads to a cartel or trust.( )
15. An industry that experiences one company as an industry price leader is more apt to collusion than another industry without an industry price leader.( )
16. If an industry sells a heterogeneous product, has low entry barriers, and a low concentration of sales in the top firms, it is regarded as a high collusion risk industry.( )
17. The desire for fairness in competition is the same everywhere in the world.( )
18. Resource similarity is the extent to which a given competitor possesses strategic endowment comparable to those of the focal firm.( )
19. The lowest intensity of rivalry between competitors is the result of high resource similarity and low market commonality.( )
20. Awareness, motivation, and time are the three drivers needed for a firm to give a counterattack.( )
21. A \_\_\_\_\_ is a voluntary agreement between firms involving exchange, sharing, and co-developing of products, technologies, and services.  
 a) Equity based alliance      b) Strategic alliance      c) Merger      d) Acquisition
22. A \_\_\_\_\_ is the transfer of the control of operations and management from one firm to another with the former becoming a unit of the latter, while a \_\_\_\_\_ is the combination of operations and management of two firms to establish a new legal entity.  
 a) Equity based alliance, contractual alliance      b) Merger, acquisition  
 c) Acquisition, merger      d) Contractual alliance, equity based alliance
23. What is the main reason why formal institutions limit alliances and acquisitions in the areas of formal market entry modes?  
 a) Many governments discourage acquisitions in order to establish local only subsidiaries.  
 b) The liability of foreignness is guaranteed to make the alliances or acquisitions fail.  
 c) The governments are unable to tax acquisitions by foreign firms.

- d) The institutions do not limit the firms in regards to entry modes.
24. A \_\_\_\_\_ is an investment in real operations as opposed to financial capital.  
 a) Acquisition                      d) Merger                      c) Real option                      d) Foreign direct investment
25. Which is the best case scenario for a non equity contractual based alliance?  
 a) Low shared resources, low tastiness, and high direct organizational control and monitoring.  
 b) High influence of formal institutions, and high tastiness  
 c) High tastiness, and high importance of direct organizational monitoring and control  
 d) Low tastiness, and low importance of direct organizational monitoring and control
26. Keeping critical skills and technologies not meant to be shared a secret in an alliance is a method of preventing:  
 a) Collusion                      b) Illegal trust                      c) Opportunism                      d) Hostile takeover
27. Which is NOT one of the four phases in alliance dissolution?  
 a) Initiation                      b) Going public                      c) Splitting                      d) Aftermath
28. \_\_\_\_\_ refers to a manager's overconfidence in his or her abilities.  
 a) Hubris                      b) Relational capability                      c) Strategic fit                      d) Learning by doing
29. What is the problem behind a majority joint venture (JV) partner always having both the higher equity and greater management control?  
 a) Formal institutions and legal regulations prohibit it.  
 b) Joint ventures only exist when one party brings the equity and the other brings the organization  
 c) The local minority party may resent the equity/management dominance.  
 d) All of the these answers
30. In a risky environment where M&As or majority JVs may be inadvisable because of a high risk and cost of failure, minority JVs are sometimes advisable because:  
 a) They help balance the management/equity dilemma.  
 b) They let the firm stay focused on its needs without being burdened by a high risk investment.  
 c) They allow the firm a possible stepping stone if the risk level decreases in the future.  
 d) They are never advisable in high risk environments.
31. Which is the best strategy for dealing with conflict between alliance partners?

- a) Ignore conflict so as to not disrupt the relationship.
  - b) Address conflict directly, but do not let it get out of hand.
  - c) Terminate the alliance.
  - d) Alliance partners rarely get into conflicts, so they won't need a strategy.
32. Which of the following is an area of mathematics that studies how competing parties interact?
- a) Explicit collusion
  - b) Game theory
  - c) Prisoner's dilemma
  - d) Competitive analysis
33. Which is NOT one of the five factors attributed to collusion and incentives to cheat?
- a) Low concentration ratio
  - b) Homogenous products
  - c) High entry barriers
  - d) Strong industry price leader
34. Which is defined as the degree of overlap between two rival markets?
- a) Cross market retaliation
  - b) Market commonality
  - c) Multimarket competition
  - d) Mutual forbearance
35. If an industry has a \_\_\_\_ level of market commonality, and if a firm makes an attack in one of the markets, its rivals will most likely engage in a \_\_\_\_ level of cross market retaliation.
- a) High, high
  - b) High, low
  - c) Low, high
  - d) Low, low
36. The market balance between competition and cooperation as well as efficiency and fairness is guided by the \_\_\_\_\_.
- a) Competition policy
  - b) Antitrust policy
  - c) Mutual forbearance
  - d) Multimarket competition
37. Pro competition and pro incumbent approaches each have their advantages. One advantage to the pro competition approach is:
- a) Diverse products
  - b) Lower prices
  - c) Higher fairness for incumbents and new entrants
  - d) All are advantages
38. The act of setting prices below cost to eliminate rivals while intending to raise them in the long run to make up for the initial losses is known as:
- a) Dumping
  - b) Collusive price setting
  - c) Predatory pricing
  - d) Counter attack
39. Since only about 5% of patents end up having any economic value, why do firms continue to develop so many?
- a) The 5% is worth the costs.
  - b) It closes in the shared space between firms' ideas, requiring firms to either reach



strategy

47. If globalization pressures for a firm are relatively low, and if the firm has skills and assets that are transferable overseas, which is the best strategy for the firm to use?

- a) Defender strategy
- b) Extender strategy
- c) Dodger strategy
- d) Contender strategy

48. Why is selling below cost not a valid argument for someone arguing for antidumping restrictions?

- a) It is too difficult to agree on the ambiguity concerning cost.
- b) Cost does not play into antidumping situations.
- c) The costs are always the same.
- d) Costs are highly variable and always changing.

49. What is a major counterpoint to the argument that dumping will run out all foreign rivals?

- a) MNEs and local firms are more focused on mutual forbearance than intense competition.
- b) Governments have strict and highly enforced rules protecting local firms from dumping practices.
- c) It is too difficult to eliminate all rivals and recoup losses by charging higher monopoly prices.
- d) There is no counter argument and dumping by MNEs is a strong fear of local firms.

50. What was the initial competitive advantage of Huawei's products?

- a) Better quality
- b) Lower price
- c) Better connection
- d) Customer service