

# Corporate & Business Strategy

Total allowed time – 1:40 minutes for the basic test  
*[2 hours in case you are responding also to the optional questions]*

In answering: Follow the order of the questions, and use up to one page for each answer

**Your name and enrollment number:** \_\_\_\_\_

*Only as a reminder for you....*

*The "standard" test is made of four open questions one for each part of the programme:*

- Part I: Overview on Strategic Management*
- Part II: Business-level strategy*
- Part III: Corporate-level strategy*
- Part IV: Digital Transformation*

*Answering correctly to these four questions might allow you to reach the full mark (30 out of 30).*

*Plus you might want to answer to one or two optional questions, namely:*

- a question on one of the cases discussed in class during the course [BBC, Virgin or Cook/Apple & Nadella/Microsoft] (up to 1 extra-point)*
- a question on how the company you have decided to monitor is dealing with a given strategic choice issue (up to 2 extra-points).*

- 1) Explain how firms can earn above-average returns according to the Resource-Based View.
- 2) Describe in general the characteristics of the focused strategy and then analyze the related competitive risks
- 3) Analyze how firms can create value by pursuing related diversification strategy.
- 4) Describe the “what” and “how” of digital transformation

## *Optional questions*

Op1) Recap the discussion of the BBC case, presenting the main results of the discussion [up to +1 point] [Note for your preparation: In this answer you might want to comment on BBC being very British as well as very global as from the class discussion]

Op2) Describe the competitive strategy of the company you decided to monitor and comment on those aspects fully in line with the strategic management theory as well as on any issue you considered somehow disaligned [up to +2 points] [Note for your preparation: an alternative question might refer to SWOT analysis ... in general very broad topics dealt during the course!]