

_____ summarizes to whom a product or service is geared and the benefits the purchaser will realize as a result of using the product or service.

Value proposition

Product differentiation

Opportunity assessment

Product portfolio

Product mix

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-68 _____ summarizes to whom a product or ...

_____ occurs when a company possesses capabilities that enable it to perform critical activities better than its rivals.

Competitive advantage

Profitability

Positioning

Managerial acumen

Profit

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-54 _____ occurs when a company possesses ca...

Stakeholders are best understood as the shareholders of a business or the people who have made an equity investment.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-36 Stakeholders are best understood as the shar...

Questions like "What needs to be changed or improved?" are associated with the positioning stage of the planning cycle.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-35 Questions like "What needs to be changed or ...

Which of the following is NOT presented as a key ability of visionary leaders?

Understand the critical investments necessary for success.

Adjust, build out or reinvent the business model.

Articulate and communicate the vision.

Demonstrate leadership commitment.

Create exceptional commitment to vision within the workforce.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-46 Which of the following is NOT presented as a...

Employee interaction, as one of the three fundamental characteristics of a business, refers to the value-creating skills that employees bring and how such skills are leveraged.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-02 Employee interaction, as one of the three fu...

The three fundamental characteristics of a business can be used to provide a micro-level understanding of a business, what it is in business to do, and how it does so.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-05 The three fundamental characteristics of a b...

What is the "second" business objective (after making profit)?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-05 Thinking across Multiple Horizons

Source : Chapter 01 Test Bank > TB 01-85 What is the "second" business objective (aft...

Organizational culture and formalized decision-making structure refers to the value-creating skills an organization's employees bring to the marketplace.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-03 Organizational culture and formalized decisi...

The business model can best be visualized as the underlying operational platform an organization uses to position its approach to a given market.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-13 The business model can best be visualized as...

Which of the following is NOT a characteristic against which how a business operates can be initially assessed?

Organizational culture

Commercial endeavours

Organizational capacity

Employee interaction

Organizational decision-making structure

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-64 Which of the following is NOT a characterist...

The company-centric side of the business model can also be understood as the business system.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-15 The company-centric side of the business mod...

Which of the following is NOT one of the key elements that comprise the commercial endeavours characteristic of the "big picture" model of the enterprise?

Services the organization offers

Products the organization offers

Markets the organization serves

Needs the organization meets

Structure of the organization

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-75 Which of the following is NOT one of the key...

What do managers mean when they say they are developing strategy?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between business

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-87 What do managers mean when they say they are...

The idea that strategy is 5% planning and 95% execution, and execution is 5% technical competence and 95% people capabilities is most closely associated with which characteristic of a business?

Organizational capacity

Employee interaction

Organizational efficiency

Commercial endeavour

Organizational structure

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-65 The idea that strategy is 5% planning and 95...

The market-centric side of the business model refers to how a business connects to the marketplace in a way that is meaningful and adds value to the markets it is choosing to serve.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-16 The market-centric side of the business mode...

Businesses differ from not-for-profit organizations in that a business's focus is on:

price.

organization.

profit.

plans.

goods.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-70 Businesses differ from not-for-profit organi...

Which of the following is the BEST example of a business?

The Girl Guides of Canada

Walmart

The Salvation Army

The YMCA

A community college

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-02 What Is Business?

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-76 Which of the following is the BEST example o...

Which of the following is NOT typically included in the framework for thinking about a business?

Acceptable profit while acting in a social responsible and ethical manner.

Identifies the needs of a particular market.

Develops a solution to meet the needs of the market.

Develops wealth for its employees.

A system of mission-focused actions or activities.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-55 Which of the following is NOT typically incl...

If a business is to be successful in the long run, it must treat its customers, employees, and community with social:

responsibility.

meetings.

insight.

interests.

agendas.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-06 Corporate Social Responsibility

Source : Chapter 01 Test Bank > TB 01-47 If a business is to be successful in the lon...

A company does NOT have competitive advantage when:

it can offer customers a product/service that has more value to them than similar products offered by other companies.

the company generates money, or revenue, from the sale of the product.

customers are attracted to the company's product/service offering(s).

the business plan is competitive and executed properly.

the company's product/service offer is perceived to be equal to that offered by other companies.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-56 A company does NOT have competitive advantag...

What is a business?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-81 What is a business?

_____, managers need to understand where the market is going and how their products and services will fit into the market and meet customer needs. _____, they need to ensure that the right product reaches the right customer at the right time and at the right place for the right price.

Strategically; strategically

Decisively; tactically

Tactically; tactically

Strategically; tactically

Defensively; tactically

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between business

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-73 _____, managers need to understand where t...

The business planning A business plan is developed via a process called the business planning cycle.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-26 The business planning A business plan is dev...

Businesses are constantly searching for new markets and new opportunities to further grow the scope and focus of their organizations:

because it is too difficult to do business in Canada

in order to achieve long-term growth and profitability

to ensure the immediate survival of the firm

because management behavior is unpredictable

because they recognize that the demand for current products and services could disappear

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between busine

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-77 Businesses are constantly searching for new ...

On the company-centric (business system) side of the business model, the key activities cell refers to how the company combines assets, labour, capital and managerial acumen.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-19 On the company-centric (business system) sid...

Not-for-profit organizations are concerned with wealth creation on behalf of their shareholders and stakeholders.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-32 Not-for-profit organizations are concerned w...

What are stakeholders?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-86 What are stakeholders?

An organization's cost structure includes expenses associated with developing and delivering products or services to the marketplace.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-20 An organization's cost structure includes expenses.....

When does a business have a competitive advantage?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-89 When does a business have a competitive adva...

Which of the following is NOT one of the key areas of the company-centric side of the business model?

Products and services

Resources

Partners

Value proposition development

Activities

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-79 Which of the following is NOT one of the key...

Business models have two primary parts, a company-centric part and a market-centric part.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-14 Business models have two primary parts, a co...

What is a business model?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-84 What is a business model?

_____ refers to the ability of managers to inspire their workforce to pursue a shared goal beyond ordinary expectations.

Business acumen

Human capital

Assets

Managerial acumen

Visionary leadership

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-52 _____ refers to the ability of mana...

What are the three fundamental characteristics against which an organization can be assessed?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-82 What are the three fundamental characteristi...

What is visionary leadership?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-83 What is visionary leadership?

Stakeholders have a direct or an indirect link to an organization and can be impacted by its policies, actions, and decisions.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-37 Stakeholders have a direct or an indirect li...

Businesses seek to earn a profit by providing goods and services to others.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-11 Businesses seek to earn a profit by providin...

"I Can't Believe That It's Medicine" is an advertising slogan for a new antacid. The manufacturer claims that their antacid works faster and tastes better than any competing brand. These claims are part of the firm's _____ strategy.

partnership

portfolio

value chain

positioning

new product development.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-05 Thinking across Multiple Horizons

Source : Chapter 01 Test Bank > TB 01-62 "I Can't Believe That It's Medicine" is an....

A key element of business success is a business plan.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between busine

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-25 A key element of business success is a busin...

Which of the following is LEAST characteristic of visionary leaders?

Eliminate opposition to vision and strategy

Ensure accountability is embedded in reward and performance programs

Build support and critical mass for vision

Free up resources to complete critical initiatives

Create shared understanding of vision

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-58 Which of the following is LEAST characterist...

The role of _____ is to anticipate, recognize, and act upon market opportunities that drive the creation of products and/or delivery of services believed to offer valued solutions to customers.

human resources

mid-level management

front line staff members

accounting

top-level management

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-67 The role of _____ is to anticipate, rec...

The goal of business is usually to earn:

a profit

independence

responsibility

resources

respect

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-44 The goal of business is usually to earn:

The three fundamental characteristics of a business can be used to provide a macro-level understanding of a business, what it is in business to do, and how it does so.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-06 The three fundamental characteristics of a b...

_____ is the ability to develop a unique, credible, sustainable, and valued place in the minds of our customers for our brand, products, and/or services.

Positioning

Relative merit assessment

Primary segment development and exploitation

Revenue model development

Opportunity assessment

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-63 _____ is the ability to develop a uniqu...

Visionary leadership is about inspiring workers to go beyond ordinary expectations.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-40 Visionary leadership is about inspiring work...

The role of the general manager includes development of a well-directed and well-positioned strategy and efficient and effective business model execution.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-24 The role of the general manager includes dev...

Which of the following is NOT part of the company-centric side of the business model?

Product portfolio

Key partners

Key activities

Key resources

Customer segments

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-57 Which of the following is NOT part of the co...

Short-term performance is one of two fundamental objectives that managers must consider when making decisions about the strategic direction of the organization.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-05 Thinking across Multiple Horizons

Source : Chapter 01 Test Bank > TB 01-39 Short-term performance is one of two fundame...

_____ can most easily be thought of as a set of mission-focused actions aimed at identifying the needs of a particular market, or markets, and the development of a solution to such needs through the acquisition or transformation of goods and services that can be delivered to the marketplace at a profit.

Not-for-profit activities

Service activities

Government

Goods-producing activities

Business

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-51 _____ can most easily be thought of as ...

Businesses grow by committing to a single plan, rather than executing a series of planning cycles over time.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-30 Businesses grow by committing to a single pl...

Company growth is a key expected outcome of the business planning cycle.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-29 Company growth is a key expected outcome of ...

_____ refers to the value-creating skills which an organization's employees bring to the marketplace.

Employee interaction

Labour supply

Organizational value

Organizational efficiency

Stakeholder efficiency

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-59 _____ refers to the value-creating skill...

A company is said to have competitive advantage when it can perform critical activities better than its rivals.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" manager

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-28 A company is said to have competitive advantage...

Questions like "What do we want to do?" are associated with the implementation stage of the planning cycle.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-34 Questions like "What do we want to do?"; are ...

The ability to articulate and communicate the vision is a key skill of the visionary leader.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-41 The ability to articulate and communicate th...

_____ refers to the immediate-term actions which a firm executes in order to meet the short-term objectives set forth in the current planning cycle.

Strategy

Leadership

Culture

Tactics

Resources and capabilities

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between busine

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-60 _____ refers to the immediate-term actio...

The definition of business is likely to be personalized by each person associated with the business.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-07 The definition of business is likely to be p...

Value proposition development is part of the market-centric side of the business model.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-17 Value proposition development is part of the...

Explain the differences between strategy and tactics.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between business and management

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-88 Explain the differences between strategy and...

_____ is the development of plans and decisions which will guide the direction of the firm and determine its long-term performance.

Strategy

Vision

Tactic

Planning

Execution

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between business and management

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-74 _____ is the development of plans and...

Once strategic direction is determined, management can hand off responsibility for development and execution the business model.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-23 Once strategic direction is determined, mana...

Which of the following most accurately identifies the three fundamental characteristics of a business?

Commercial endeavours, visionary leadership, profit and profitability.

Strategy, tactics, commercial endeavours.

Employee interaction, visionary leadership, organizational culture and formalized decision-making structure.

Commercial endeavours, employee interaction, organizational culture and formalized decision-making structure.

Strategy, visionary leadership, employee interaction.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-43 Which of the following most accurately ident...

Too much emphasis on developing future products and/or services, versus responding to customer needs today, may result in the business:

ensuring that it remains vibrant and responsive to community needs.

remaining healthy and continues to grow.

falling short of social responsibility expectations.

liquidity issues if it is unable to cover its expenses in the short term.

acquiring external capital funding commitments which will enable them to reinvest in the organization.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Hard

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between business and management

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-71 Too much emphasis on developing future products

Which of the following is typically NOT used to describe commercial endeavours?

Transaction processes the organization develops.

Needs the organization professes to meet in the marketplace.

Markets the organization serves.

Products the organization offers.

Services the organization offers.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-69 Which of the following is typically NOT used...

Positioning is the ability to develop a unique, credible, sustainable, and valued place in the mind of a customer.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-18 Positioning is the ability to develop a unique

To satisfy the needs of a market, a business may either acquire or develop products and services it can deliver at a profit.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-12 To satisfy the needs of a market, a business...

Social and environmental responsibility is not as important as it used to be.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-06 Corporate Social Responsibility

Source : Chapter 01 Test Bank > TB 01-38 Social and environmental responsibility is n...

Tactics include such activities as setting vision and determining the path to long-term profitability.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-06 In a Management Reflection, an overview of the relationship between busine

Topic : 01-08 Management Reflection-The Business Decision-Making Landscape

Source : Chapter 01 Test Bank > TB 01-42 Tactics include such activities as setting v...

For-profit organizations serve their customers and clients via a model of collective interest and social goal achievement.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-33 For-profit organizations serve their custome...

If you are focused on the manufacturing of goods, then a retailer who makes your goods available for sale would be an example of a partner organization.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-21 If you are focused on the manufacturing of g...

Which of the following is NOT typically included on the company-centric side of the business model?

activities

resources

revenue model

product/service portfolio

partners

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-66 Which of the following is NOT typically incl...

Which of the following is NOT typically included on the market-centric side of the business model?

Key resources

Revenue model

Value proposition

Positioning

Opportunity assessment

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-78 Which of the following is NOT typically incl...

According to Drs. Elspeth Murray and Peter Richardson, what is the importance of visionary leadership skills?

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-90 According to Drs. Elspeth Murray and Peter R...

Employee interaction refers to the value-creating skills an organization's employees bring to the marketplace.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-04 Employee interaction refers to the value-cre...

The idea of a decision-making ecosystem" is related to which of the three characteristics one can use to assess a business:

organizational capacity

commercial endeavours

markets the organization serves

employee interaction

organizational culture and decision-making structure

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-53 The idea of a decision-making ecosystem is ...

Commercial endeavours refers to the markets the organization serves, the products it offers, and the needs it professes to meet in the marketplace.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-01 Commercial endeavours refers to the markets ...

Questions such as "How will we do it?" and "What needs to be changed?" are typically associated with which stage of the planning cycle?

Questions are associated with all stages equally

Direction

Positioning

Assessment

Implementation

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-45 Questions such as "How will we do it?" and ...

The business planning cycle outlines the focus and methodology for setting the business model in motion.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-27 The business planning cycle outlines the foc...

Which of the following is NOT part of the process called The Business Planning Cycle?

Business plan execution.

Setting strategic objectives and assessing business model fit.

Company performance and profitability.

Development of a business plan.

Capitalization on identified strategic opportunities.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Medium

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-05 Thinking across Multiple Horizons

Source : Chapter 01 Test Bank > TB 01-61 Which of the following is NOT part of the pr...

Businesses attempt to address or provide a solution to the needs of a particular market, or markets.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-09 Businesses attempt to address or provide a s...

A key component of the definition of business provided in your text is that business comprises a set of mission-focused activities.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-08 A key component of the definition of business...

The role of the top-level management team is to anticipate, recognize, and act upon opportunities that drive the creation of products and/or delivery of services believed to offer valued solutions to a targeted customer or customers in a unique, important, and _____ way.

insightful

varied

efficient

interesting

meaningful

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" manager

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-03 The Role of the Business Owner or "C-Suite" Manager

Source : Chapter 01 Test Bank > TB 01-80 The role of the top-level management team is...

Any activity which seeks to earn a profit by providing a good or service is known as a(n):

corporation

industry

service

initiative

business

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-50 Any activity which seeks to earn a profit by...

Not-for-profit organizations:

last for only short periods of time as their objective is not to create profits for their owners.

are not concerned about meeting their financial needs.

have a hard time hiring employees as they have no means of paying them.

are the same as government organizations.

have a high level of responsibility as their existence is based upon meeting underserved societal needs.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-48 Not-for-profit organizations:

The primary mission of a business cannot include satisfying a society-based need.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Learning Objective : 01-02 An overview of the major components of a business model and its underlying

Topic : 01-02 What Is Business?

Source : Chapter 01 Test Bank > TB 01-10 The primary mission of a business cannot inc...

Effective deployment of the business model is equally as important as efficient deployment of the business model.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-22 Effective deployment of the business model i...

All of the following are recognized as abilities of visionary leaders EXCEPT:

free up resources required to complete initiatives.

create a shared understanding of the organization's vision.

effectively respond to opposition to the vision or strategy.

make tough decisions.

assume all accountability for various strategic initiatives.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-05 Exposure to the concept of visionary leadership.

Topic : 01-07 The Concept of Visionary Leadership

Source : Chapter 01 Test Bank > TB 01-49 All of the following are recognized as abili...

Questions like "What systems require fine-tuning?" are typically associated with the implementation stage of the planning cycle.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-03 An awareness of the overarching role of the business owner or "C-suite" ma

Learning Objective : 01-04 An understanding of how businesses plan.

Topic : 01-04 Putting Plans into Action

Source : Chapter 01 Test Bank > TB 01-31 Questions like "What systems require fine-tu...

Which of the following is typically NOT used to describe commercial endeavours?

Products the organization offers

Markets the organization serves

Needs the organization professes to meet in the marketplace

Services the organization offers

Value-creating skills of employees

Question Details

Accessibility : Screen Reader/Keyboard/CC

Difficulty : Easy

Learning Objective : 01-01 A macro-level understanding of what business is.

Topic : 01-01 The Big Picture

Source : Chapter 01 Test Bank > TB 01-72 Which of the following is typically NOT used...

Answer Key

Test name: Ch1_Business Strategy Development_4e

A

A

FALSE

FALSE

B

TRUE

FALSE

Short Answer

This second objective is to set in motion the ability of the organization to achieve long-term growth and profitability. Businesses recognize that the demand for the products and services which they currently offer will change, and could, in fact, disappear over time. Given this, businesses are constantly searching for new markets and new opportunities to further grow the scope and focus of their organizations. Although immediate-term operating performance is based on the products and services which a business offers today, new products and services will need to be developed in order to ensure that the organization remains healthy and continues to grow.

FALSE

TRUE

C

TRUE

E

Short Answer

Strategy focuses on the vision of the firm and the opportunity it believes exists in the marketplace. It refers to the development of plans and decisions that will guide the direction of the firm and determine its long-term performance, while checking that the life expectancy of the product or service is long enough to ensure that the initial investment can be recovered and that the firm can make a profit.

B

TRUE

C

B

D

A

E

Short Answer

A business can most easily be thought of as mission-focused activities aimed at identifying the needs of a particular market, or markets, and the development of a solution to such needs through the acquisition and/or transformation of goods and services that can be delivered to the marketplace at a profit.

D

TRUE

B

FALSE

FALSE

Short Answer

Stakeholders are individuals, groups, or organizations which have a direct or indirect relationship with an organization, and which can be impacted by its policies, actions and decisions. Stakeholders could include customers, suppliers, government, employees, etc.

TRUE

Short Answer

A company has a competitive advantage when it possesses capabilities that enable the company to perform critical activities better than its rivals. If the associated business plan is competitive and executed properly, and customers are attracted to the company's product/service offering(s), the company generates money, or revenue, from the sale of the product.

D

TRUE

Short Answer

A business model can be best visualized as the architectural platform or structure a business develops in order to pursue its strategy. It can be thought of as consisting of a business's revenue sources, its product/service portfolio, how it intends to reach customers, and details relating to its overall cost structure and methods of financing business opportunities. Business models are the way in which an organization positions its approach to a given market in order to create demand for its products/services, generate revenue from their sale, and, most importantly, derive its profit.

E

Short Answer

An efficient and effective operating platform will also possess three fundamental characteristics against which it can be assessed. These three characteristics are its commercial endeavours, its employee interaction model, and its organizational culture and formalized decision-making structure.

Short Answer

Visionary leadership is all about inspiring your workforce to pursue a shared goal beyond ordinary expectations. It is about creating a clear statement as to the direction in which the organization is heading, and then creating a culture within the company that encourages and supports employees in a way where they become motivated to achieve the organization's vision because they fully identify with it, find it meaningful, and believe that the company has the competencies, capabilities, and capacity to achieve it.

TRUE

TRUE

D

TRUE

A

E

A

TRUE

A

TRUE

TRUE

E

FALSE

E

FALSE

TRUE

A

TRUE

FALSE

TRUE

D

TRUE

TRUE

Short Answer

Strategy is the development of plans and decision that will guide the direction of the firm and determine its long-term performance. Strategy focuses on the vision of the firm and the opportunity it believes exists in the marketplace. It checks that the life expectancy of the product or service is long enough to ensure the initial investment can be recovered and that the firm can make a profit. Finally, strategy development assesses whether the firm has the competencies and resources to compete in this targeted market.

Tactics are the immediate-term actions that a firm executes to meet the short-term objectives set forth in the current planning cycle. They can be thought of as the action items a firm undertakes to ensure that it is successful in achieving its strategic objectives. Tactics could involve the expenditure of money for new equipment, the hiring of new staff with specialized skills, or the manufacturing processes undertaken to develop a product or service.

A

FALSE

D

D

A

TRUE

TRUE

FALSE

FALSE

FALSE

TRUE

C

A

Short Answer

Visionary leaders excel in their ability to:

1. Create a shared understanding among managers and employees of the organization's vision for the future.

2. Build support and critical mass among employees for the vision and the desire to obtain it.

3. Respond to, and effectively deal with, opposition to the vision and the strategy.

4. Ensure that accountability for the various strategic objectives identified as being essential to vision obtainment is fully communicated

5. Free up resources required to successfully complete critical initiatives

6. Make tough decision in order to keep the plan on track.

Visionary leaders are able to correctly identify the direction and nature of change required for the organization to create a long-term sustainable path for growth and profitability. In many cases, visionary leaders are viewed as "transformational" leaders, passionate individuals possessing a unique, charismatic ability to transform others, thereby creating valuable and positive change in the organization.

TRUE

E

TRUE

E

TRUE

E

TRUE

TRUE

E

E

E

FALSE

TRUE

E

FALSE

E