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| **Unit/**  **Question Number** | **Section** | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 1/1 | 1.1 | Through \_\_\_\_\_\_\_\_, organizations successfully introduce innovation into the market to gain a sustainable competitive advantage. | innovation management | business model innovation | innovation | business model design |
| 1/2 | 1.2 | According to Casadesus-Masanell and Ricart (2010), a business model is different from a strategy because … | … a business model is the direct result of a strategy but is not, itself, a strategy. | … a strategy is the direct result of a business model. | … a business model and a strategy are similar terms. | All given options are correct. |
| 1/3 | 1.3 | Which of the following terms refers to initiatives that revolutionize how a product is sold within an industry? | business model innovation | business model | product model modernism | All given options are correct. |
| 1/4 | 1.3 | According to Weill and Woerner (2018), companies offering customers integrated solutions are using what kind of digital business model? | omnichannel | supplier | modular producers | ecosystem drivers |
| 1/5 | 1.3 | Which of the following refers to the model wherein sufficient revenues are generated to avoid piracy prior to publication (e.g., the sale of physical goods such as CDs or digital files)? | hit and run business model | jingle bell business model | happy few business models | netlabel business model |
| **Unit/**  **Question Number** | **Section** | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 2/1 | 2.1. | Which of the following scholars argued that companies need to rely on how recent the business model is when developing a competitive digital business model? | Zott and Amit (2007) | Weill and Woerner (2018) | El Sawy and Pereira (2013) | Bock and Weiner (2017) |
| 2/2 | 2.1. | The strategy of a mobile network operator to give away free mobile phones represents … | … customer relationship. | … customer segment. | … value proposition. | … platform. |
| 2/3 | 2.2. | According to Ahmad et al. (2020), which of the following core components of the digital business model was less prevalent in the reviewed studies? | digitized processes | data analytics | platform | ecosystem |
| 2/4 | 2.3 | According to Sjödin et al. (2020), business model innovation is significant as it confirms the alignment of … | … value creation and value capture. | … value creation and value delivery. | … value delivery and value capture. | … value delivery and value demonstration. |
| 2/5 | 2.3 | To optimize business results, firms need to explain the value proposition to customers through … | … value demonstration. | … capabilities. | … value offerings. | … competencies. |
| **Unit/**  **Question Number** | **Section** | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 3/1 | 3.1 | Which of the following author(s) proposed activity-based business models? | Zott and Amit (2007) | Osterwalder and Pigneur (2010) | Gassmann et al. (2014) | Teece (2010) |
| 3/2 | 3.2 | According to Gassmann et al. (2014), what percentage of new business models are not novel? | 90 percent | 85 percent | 80 percent | 95 percent |
| 3/3 | 3.2 | Which of the following authors proposed 55 patterns of business models? | Gassmann et al. (2014) | El Sawy and Pereira (2013) | Osterwalder and Pigneur (2010) | Zott and Amit (2007) |
| 3/4 | 3.3 | In a vertical network, a dyadic relationship focuses on … | … the buyer-seller relationship. | … the supplier-buyer relationship. | … the supplier-seller relationship. | … the seller-retailer relationship. |
| 3/5 | 3.3 | Which of the following structures of inter-organizational networks is the most recent? | cooperative networks | hierarchical networks | market networks | vertical networks |
| **Unit/**  **Question Number** | **Section** | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 4/1 | 4.1 | How many factors for successful strategy implementation did Vigfússon et al. (2021) identify based on a systematic literature review? | 18 | 15 | 14 | 17 |
| 4/2 | 4.1 | According to Fibitz and Ulrich (2018), which of the following is not an internal success factor of a business model? | improved regulatory framework | harmonization | resources and capabilities | brand reputation |
| 4/3 | 4.2 | According to Rohn et al. (2021), which of the following is a success factor of key value creation activities? | the facilitation of direct interaction | establishing a suitable network size | a platform enabling fast, efficient, and convenient trading processes | information about customers and products |
| 4/4 | 4.3 | An organization’s actions to maintain its current competitive position in the market reflects a … | … stability strategy. | … growth strategy. | … retrenchment strategy. | … combination strategy. |
| 4/5 | 4.3 | Which strategies deal with how an organization competes within a specific business or product market industry? | business level strategies | corporate level strategies | functional level strategies | operational level strategies |
| **Unit/**  **Question Number** | **Section** | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 5/1 | 5.1 | According to Sheen and Gallo (2015), which of the following is the main reason to develop a business case? | to improve company facilities | to make an outsourcing decision | to invest money to attain new capabilities | to explain the value of new offerings to customers |
| 5/2 | 5.1 | Which of the following scholars developed a model to connect a business case to a business model? | Meertens et al. (2013) | Sheen and Gallo (2015) | Maul (2011) | Ward et al. (2007) |
| 5/3 | 5.2 | Which of the following researchers relied on quantitative performance indicators for business model evaluations? | Zott and Amit (2007) | Díaz-Díaz et al. (2017) | Gilsing et al. (2020) | Mateu and Escribá-Esteve (2019) |
| 5/4 | 5.3 | According to Hamermesh et al. (2002), in which type of revenue stream does a company generate traffic from some products and services that are not profitable to purchase profitable products and services? | loss leader | single source | multiple source | interdependent |
| 5/5 | 5.3 | According to Paul et al. (2007), in which stage do investors work to build the business or increase the value of the firm? | harvesting stage | managing stage | bargaining stage | familiarization stage |