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QUESTION 1

When firms compete in different geographical locations or have multiple product lines that do not necessarily overlap, the most effective way of responding to an aggressive move by a competitor without directly triggering destructive moves and countermoves is to

- A. Mislead the competitor into taking or not taking an action.
- B. Make a prior announcement of intended moves.
- C. Initiate a move in the market where the competitor is strong.
- D. Initiate direct aggressive moves

Correct Answer: C

Initiating a move in the market where the competitor is strong is a cross-parry. A cross-parry is an effective way to signal displeasure and raise the threat of more serious retribution without directly triggering destructive moves and countermoves.

QUESTION 2

Which of the following statements is true regarding user-developed applications (UDAs)?

- A. UDAs are less flexible and more difficult to configure than traditional IT applications.
- B. Updating UDAs may lead to various errors resulting from changes or corrections.
- C. UDAs typically are subjected to application development and change management controls.
- D. Using UDAs typically enhances the organization's ability to comply with regulatory factors.

Correct Answer: B

QUESTION 3

A claimed advantage of decentralizing is:

- A. Concentration of authority.
- B. Manager development.
- C. Elimination of duplication of effort.
- D. Departmentalization.

Correct Answer: B

When an organization changes from a centralized to a decentralized structure, top management is delegating more authority to middle and lower levels. Thus, managers at these lower levels are usually hired and developed more rigorously than under the centralized structure.



QUESTION 4

An organization has 1,000 units of a defect item in stock. Per unit, market price is \$10; production cost is \$4; and the defect selling price is \$5. What is the carrying amount (inventory value) of defects at year end?

- A. \$0
- B. \$4,000
- C. \$5,000
- D. \$10,000

Correct Answer: B

QUESTION 5

Which basic force(s) drive(s) industry competition and the ultimate profit potential of the industry?

- I. Threat of new entrants
- II. Bargaining power of suppliers
- III. Favorable access to raw materials and labor
- IV.

Product differentiation

- A.
- I only.
- B.
- I and II only.
- C.
- III and IV.
- D.
- I, II, III, and IV.

Correct Answer: B

Threat of new entrants and bargaining power of suppliers are among the five basic forces that drive industry competition and the ultimate profit potential in the industry. This potential is measured in terms of long-term return on invested capital. The other three forces are rivalry among existing firms, threat of substitutes, and threat of buyers' bargaining power.



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