



# EXAMENS

## Semestre 1 – session 1

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FILIERE ► **L1 GESTION**  
MATIERE ► Current Managerial  
Issues  
ENSEIGNANT ► Sea Matilda BEZ

Durée : 1h Documents autorisés : Non Calculatrice personnelle autorisée (Casio FC-100V): Non
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**Important :**

Report your answers on the answer grid

- The response grid will be scanned automatically. Be careful not to bend or stain it.
- Fill in First Name, Last Name, Signature, Identification Number  
(Note: the ID number is the student number you find on your student ID)
- In the "supervisor" box: write "English"
- For the group: box A is already checked (do nothing)
- Use a black or blue pen to fill in the fields.
- To correct a checked box, fill in the color box completely: it will be interpreted as unchecked.  
A tip: ask for a new grid if you make a mistake

**100% recycling of metals**

The 100% recycling of metals has theoretical advantages on paper [...] But there are obstacles of a technological, cultural, and legal nature that constrain the achievement of recycled everything. A bad reaction from companies to these findings would be to disqualify the interest in recycling or to want only to compensate for the impact of non-recycled metals on the environment. On the contrary, recycling will have to be an integral part of a business model and become a key competence of a more sustainable company both from a resource and environmental point of view.

Source : Fizaine « Recycler 100 % des métaux, un objectif atteignable ? » *Theconversation*, nov 2022

**1) Question: To take an ethical decision about engaging or not in the 100% recycling of metal, it requires... (pick the most relevant answer)**

- a) taking into account the economic interest of the company
- b) taking into account the impact on the environment and therefore future generations
- c) having a collective reflection on the different values that the company may decide to prioritize
- d) making sure that the decision does not generate a feeling of guilt

**2) Question: According to institutional theories, what institutional constraint could drive an enterprise's motivation to engage in 100% recycling of metals?**

- a) Coercive constraint
- b) Mimetic constraint
- c) The three answers are correct
- d) Normative constraint

**3) Question: What CSR strategy for metal recycling is encouraged by the author of this article (the desired reaction)?**

- a) Companies must aim for Low Integration
- b) Companies must aim for the Decoupling
- c) Companies must aim for Strong Integration
- d) Companies should not have a CSR strategy because there is no economic interest

## Twitter

Elon Musk took control of Twitter on October 27 [...]. The visible rush in which nearly half of employees were fired, as well as the sudden sale of blue verified account brands (a paid account authentication system ), seem to reveal that the new CEO, [Elon Musk] is feeling the pressure of profitability.

Another interesting fact, Elon Musk took over Twitter on October 27, 2022 [...] As he has repeatedly said, the new owner of the premises intends to "restore" freedom of expression on the platform: he reiterated this as soon as he took control, in a tweet proclaiming that "the bird is free". [otherwise says we will not moderate tweets] [...]

But even the richest man in the world is subject to economic constraints. On the day of the takeover, the new boss wanted to reassure advertisers that the platform would not become "a hell where everything is permitted", in fact acknowledging the need for moderation. [...] Advertisers will go wherever the audience is (whatever the platform is: twitter, **facebook**, etc). Elon Musk cannot ignore the economic imperative of preserving the attractiveness of this digital environment for the average user, and therefore for companies wishing to deploy their advertising efforts there. Currently, 90% of its revenue derives from advertising. [...]

Aware of the power of this means of pressure, more than fifty NGOs recently published an open letter addressed to the twenty companies that invest the most in advertising on Twitter, urging them to demand that "basic practices of moderation already in effect on the platform". Several companies have already announced that they will suspend their marketing expenses on social network. Although Musk sought reassurance by recalling that the existing rules and practices remain in place for the time being, he also insisted on the provisional nature of this situation.

Six months later, the acquisition became effective at the same time as the legislative text " Digital Services Act" (DSA - European legislation that will regulate the digital sector in an unprecedented way) was published in the Official Journal. This concomitance has the merit of underlining that limiting moderation on Twitter to the strict minimum is no longer an option in the European context. Elon Musk will not be able to allow comments to be completely free as argued during the acquisition of Twitter.

*Source Theconversation: "In wanting to 'liberate' expression on Twitter, Elon Musk vainly pursues an outdated utopia" (Nov 2022); Michalon, "By wanting to 'liberate' expression on Twitter, Elon Musk pursues in vain an outdated utopia", Theconversation, Nov 2022 and The Conversation, "What Elon Musk's destruction of Twitter tells us about the future of social media", Nov 21, 2022*

### **4) Question: Based on the first paragraph, what is Twitter's main growth logic?**

- a) An industrial logic
- b) A logic of diversification
- c) A logic of internationalization
- d) A financial logic

### **5) Question: What does Facebook represent for Twitter (based on advertisers' behavior)?**

- a) A complementor
- b) A consumer
- c) A supplier
- d) A substitute

### **6) Question: What is the challenge faced by social media networks such as Twitter when they want to attract advertisers and they can easily change platforms?**

- a) A multihoming problem
- b) The negative network effect problem
- c) A knowledge friction problem
- d) The egg and chicken problem

**7) Question: The NGO's choice to reach out to companies that invest in advertising on Twitter and not Elon Musk directly illustrates...**

- a) Asymmetry in the consideration of stakeholders
- b) Symmetry in the consideration of stakeholders
- c) Independence between stakeholders
- d) None of the three answers because NGOs are not considered as stakeholders

**8) Question: The consideration of the new European regulation by the American company Twitter corresponds to which letter of the CAGE model?**

- a) The C of the CAGE model
- b) The A of the CAGE model
- c) The G of the CAGE model
- d) The E of the CAGE model
- e) None of the four letter because CAGE model is an innovation framework

**9) What is the challenge faced by social media networks such as Twitter when they do not know who to attract first users or advertisers?**

- a) The egg and chicken problem
- b) A multihoming problem
- c) A knowledge friction problem
- d) The negative network effect problem

### **Artus**

This Friday, July 8 2022, the project of a new site for the aeronautical equipment manufacturer Meggitt Artus, located in Avrillé, near Angers (Maine-et-Loire), was anchored in the concrete... Xavier Monange, Vice-President of Strategic Projects and Director of Institutional Relations confirmed the construction of a new plant, located in the same municipality but on a different site. [...]

The plant currently employs 320 people on permanent contracts and is called Meggitt Artus, after being acquired by the British group Meggitt in 2011.

Today, the company specializes in aeronautical equipment and works for big names in civil or military aviation such as Airbus, Boeing, Dassault, Safran or Thales.

Why change the location? Simply because the current factory, of 9,000 m<sup>2</sup>, is as "full as an egg". Inside, there are still original equipment and machinery. All this works, but the tool becomes obsolete and is no longer too suitable to support the growth of the equipment manufacturer. The new equipment will make it possible to produce more and thus at a lower cost.

Who says bigger factory, says "increase in the quantities produced", says "speed of production" and also says jobs... How much more, in the long run? In full growth, Meggitt Artus plans to recruit, within 10 years, 180 people, increasing the workforce from 320 to 500. Profiles sought? "All types," says Marc Guiborel. From research to production, through support functions, purchasing... »

*Source: NICOLEAU "Meggitt Artus counts on its new plant, near Angers, to support its growth and recruit", Ouest France, July 2022*

**10) Question: What is Meggitt's growth strategy when it acquires Artus?**

- a) Internal growth strategy
- b) External growth strategy
- c) Contractual growth strategy
- d) None of the three answers

**11) Question: How to qualify the growth of Meggitt Artus when the company decides to recruit 180 people?**

- a) Diversification
- b) Contractual growth
- c) Patrimonial growth
- d) None of the three answers

**12) Question: Why does Arthus want to increase its production volume?**

- a) To benefit from resource allocation logic
- b) To benefit from a network effect
- c) To benefit from economies of scale
- d) None of the three answers

### **Amazon**

The giant e-commerce Amazon is ready to do anything to reduce its delivery times, even to anticipate the purchase intention of its current customers, according to a patent filed on December 24, 2013. Amazon would proceed to the "preventive" sending of a product even before the consumer has bought the product.

With this advanced delivery system, Amazon would pre-send a product of interest to a given area, and the final address would be added along the way. If customers did not follow through with their intention to purchase, Amazon is betting on the fact that they would be more likely to accept these packages than to return them. The site does not exclude offering them a discount in case of refusal, to limit the rate of return.

This delivery system is based on new technologies and algorithms developed specifically by Amazon's R&D study. This system has already been tested with drones (in prototype format) but it is not yet commercialized.

**13) Question : According to the theory of diffusion of innovation, what is the main risk of being an inventor?**

- a) Amazon risks being copied if it doesn't have a patent
- b) Amazon takes the risk that its innovation is a "false positive"
- c) Amazon may not be able to survive the "chasm" between early adopters and the early majority
- d) Amazon does not take a risk because as an inventor Amazon will be the first to make a profit from this innovation

**14) Question: When Amazon files a patent on the delivery system, Amazon:**

- a) Does not protect its innovation because, despite the patent, a competitor can imitate its innovation without Amazon's agreement and without risk of legal action by Amazon despite the patent
- b) Protects for a long period (about 20 years) its innovation but at the end of the patent, any company can copy its innovation because Amazon must reveal the technical details of its innovation to file a patent.
- c) Protects for a short period (about 2 years) its innovation and then a competitor can market a similar product
- d) Protects for a long time (about 20 years) innovation and even more because Amazon keeps the technical details secret

**15) Question: What is the nature of Amazon's innovation with this advanced delivery system?**

- a) Managerial Innovation
- b) Process innovation
- c) Social Innovation
- d) Product innovation

**16) Question: what is the impact of this delivery system innovation?**

- a) Incremental innovation
- b) Architectural innovation
- c) Radical innovation
- d) Disruptive innovation

**17) Question : At what stage of the innovation process is Amazon with its delivery system innovation?**

- a) Imitation
- b) Invention
- c) Innovation
- d) Idea

**Blablacar**

Frédéric MAZZELLA, President and Founder of BlaBlaCar. In 2006, he initiated and led the entrepreneurial adventure of BlaBlaCar, from the original idea to the creation of the world's first long-distance carpooling community. The idea of BlaBlaCar was born from a personal need. He had to return to Vendée from Paris to spend the Christmas holidays with his family. But all the trains were full. It was finally his sister, then living in Rouen, who picked him up. And on the road, he realized that most of the cars were empty. He then realized that there were free places to go home: only, they were not in the trains but in the cars! This is how the idea of BlaBlaCar was born. After 15 years spent building BlaBlaCar, Frédéric now not the CEO anymore, he deploys his energy to promote French and European entrepreneurship as Co-President of France Digitale and focus on talent, impact, and European technological sovereignty.

Since 2016, Nicolas Brusson is the Chief Executive Officer of BlaBlaCar (CEO). Before Nicolas was responsible, for 5 years, of the conduct of global operations and international growth as Chief Operating Officer (COO). In particular, he led three different fundraising rounds, the expansion into twenty new countries, and eight acquisitions. Nicolas is a strong supporter of the autonomy of local BlaBlaCar teams and of “**acqui-hiring**”, a global development strategy that consists of recruiting an already existing team on-site by partnering with local startups. He frequently speaks on the themes of the European Tech ecosystem, international growth strategies, and mobility.

*Source: blablacar website*

**18) Question: When Nicolas Brusson does “acqui-hiring”, what type of growth is favored?**

- a) Internal growth
- b) Diversification
- c) Vertical growth
- d) External growth

**19) Question: Why did Frédéric MAZZELLA decide to appoint Nicolas Brusson as CEO in 2016 (and therefore no longer be the CEO)?**

- a) This decision is surprising: the founder is the most relevant person for the CEO position when a company wants to grow
- b) Relevant decision related to the stage of growth: "crisis of control"
- c) Relevant decision related to the stage of growth: "crisis of rigidity/need of creativity"
- d) Relevant decision related to the stage of growth: "leadership crisis"

**Alibaba**

For almost a decade, Alibaba and Tencent embodied China's economic miracle, sustaining a dizzying pace of growth and approaching trillion-dollar valuations with splashy forays into every corner of the internet. China has made clear it aims to be a global leader in digital infrastructure and technologies. Alibaba and Tencent contribute to China's leadership. However, China faces a “tech crackdown.” Several Chinese companies such as Alibaba or Tencent have come under increased scrutiny from the Chinese government and got huge fines of RMB 500,000 (about A\$110,000) for anti-competitive acquisitions and illegal contractual arrangements.

*Source: The Conversation “China's big tech problem: even in a state-managed economy, digital companies grow too powerful” (July 2022)*

**20) Question: according to this article can we say that Alibaba and Tencent have a corporate social responsibility?**

- a) Alibaba and Tencent share Milton Friedman's view on corporate social responsibility
- b) Alibaba and Tencent do not have a corporate social responsibility
- c) Alibaba and Tencent are legally obliged to have a corporate social responsibility
- d) Alibaba and Tencent have a corporate social responsibility

## Sanofi

The share of the French pharmaceutical giant Sanofi has lost more than 15% on the stock market since August 9, 2022 (in three days). Why such a fall? Because the markets, in the wake of some influential analysts, were alarmed for the French group after the announcement of the cessation of recruitment of volunteers for clinical trials of tolebrutinib, an experimental treatment for certain forms of multiple sclerosis and myasthenia gravis which caused liver damage in some volunteers.

Source: SudOuest "Sanofi lost more than 15% on the stock market in three days, here's why" (August 2022)

### **21) Question: what does a 15% drop in the market value of a company represent?**

- a) Objective and reliable data on the current situation of the company
- b) Investors' loss of confidence in the future of the company and the company's strategy
- c) None of these three answers
- d) Financial data calculated by extrapolating income from the previous 5 years

## Unicorns

In a video posted on January 17, Emmanuel Macron could announce, smiling, the birth of the 25 French unicorns: "Behind, there are nearly 20,000 start-ups which, by their impact, are essential to our economy, to our society," he said.

A unicorn is a company operating in the new technology sector, not publicly traded, and valued at more than a billion dollars. There are now 26 in France the best known of which are BackMarket, Qonto, Doctolib or Lydia. At the international level, this remains little (according to census methods, there would be between 650 and 1000 in the world), but the dynamics are exponential: there were only 12 French unicorns in 2021 and only 3 in 2020.

Source: Ben-Hafaïedh and Hamelin "Macron's 25 unicorns, a dangerous fascination?" The conversation, March 2022

### **22) Question : What type of governance is in place within the company called "Unicorn"?**

- a) Entrepreneurial governance
- b) Cooperative Governance
- c) State governance
- d) Shareholder governance

## The Advanced Innovation Center Chile

According to the World Trade Organization, more than 3 million people with low incomes die every year from water-related causes. The Advanced Innovation Center Chile has invested in a Plasma water sanitation system. It is a water purifying system that aims to change that by transforming polluted water into a safe drinking source. How? The polluted water is first turned into a liquid and gas stream through a pressure drop. Then, the biphasic stream is transformed into non thermal plasma where all live microorganisms are deactivated, producing drinking water free of bacteria and viruses. Who are their customer target? Those 3 million people with the world's lowest income-level group who die because of water-related causes.

### **23) Question: What theoretical concept applies to the Advanced Innovation Center Chile with their Plasma water sanitation system?**

- a) Their strategy is based on the bottom-of-the-pyramid
- b) The strategy is based on a technological pull
- c) The strategy is based on market push
- d) None of the three answers

## Alitalia

Founded on May 5, 1947, Alitalia symbolized Italy's economic success after the Second World War, becoming the world's seventh-largest air transport company in the 1970s, before experiencing a long decline, which has worsened in recent years. Its history merges with that of the country: the first hostesses arrived on board in 1950, Alitalia became the official carrier of the Rome Olympic Games in 1960 and passed the one million passenger mark, Paul VI was the first pope to use it in 1964 and Antonella Celletti the first woman to fly one of its planes in 1989. "It is with deep sadness that we are witnessing the end of Alitalia, it was our national flagship, a symbol of the history of this country", says, moved, Laura Facchini, 47, hostess of the air at Alitalia for 20 years. Like so many others, she unsuccessfully applied to be taken over by ITA [the start-up that will take over Alitalia] as part of the first contingent of 2,800 people recruited this year. 5,750 employees were to be hired in 2022, out of a total of 10,500 Alitalia employees.

Source: Sud-Ouest "Air transport: bankrupt, the Italian company Alitalia disappears" (Oct 2021)

**24) Question: The case of Alitalia contradicts which fundamentals of the strategy? (choose the most relevant answer):**

- a) Fundamentals in strategy consider: "being a public company protects against bankruptcy"
- b) Fundamentals in strategy consider: "the number of years of existence protects against bankruptcy"
- c) None of the three, because the fundamentals in strategy consider that no variable protects against bankruptcy
- d) Fundamentals in strategy consider: "a large number of clients protects against bankruptcy"

## Deepmind

Deepmind, Google's artificial intelligence company, best known for designing AlphaGo, is creating a special department called DeepMind Ethics and Society. This department is responsible for examining the impact of AI on society. It will consist of a few dozen people. "Technology is not neutral, and technologists must take responsibility for the ethical and social effects of their work," DeepMind explains the creation of this new department. According to the company, "People need to keep control over all AI applications, which additionally need to be leveraged for useful purposes."

Source: Van Nuffel "Google's AI branch creates an 'Ethics' department" Oct 2017

**25) Question: the creation of a new department dedicated to ethics involves:**

- a) A contractual growth for Deepmind
- b) A functional division within DeepMind
- c) None of the three answers
- d) Focus on one and only one value which is ethics

## Decathlon

For several months, the brand has been testing in Belgium the principle of a subscription allowing to use, without buying them, all the sporting goods of a store. To measure the interest of such a system, Decathlon studied the behaviors of 70 volunteer families. Three subscription formulas were offered to them, according to a ceiling corresponding to the maximum value of the products that could be used: 20 euros per month for a ceiling of 400 euros of equipment, 40 euros for a ceiling of 1,000, and 80 euros for a ceiling of 2,000. The equipment can be exchanged at any time, remaining within the envelope.

"After 4 months of testing, by structuring this data, we saw the light," continues Luc Teerlinck. In summary, this subscription-based model is largely profitable and interesting for everyone. "It is virtuous for all stakeholders: customers, partners, Decathlon, the planet," insists the project manager. The subscription cost families six times less than if they had had to buy the products. And for Decathlon, this model is potentially three to ten times more profitable than the current model.

Source: "Decathlon experiments with a Netflix-like business model thanks to data" Lehub.laposte.fr



**26) Question: What is the nature of the innovation implemented by Decathlon?**

- a) Business Model Innovation
- b) Managerial Innovation
- c) Process Innovation
- d) Product Innovation

**Other questions**

**27) The role of a company with a digital platform strategy is to:**

- a) Own and control the resources
- b) Create an online website to sell their own products
- c) Increase the cost of transaction
- d) Orchestrate resources belonging to external actors

**28) What does BATX mean?**

- a) Refers to internationalization barriers
- b) Refers to the four choices in a company's growth
- c) Refers to China's biggest tech firms
- d) Refers to the four stages of the innovation process