

Dear students

It gives us immense pleasure to present before you the study material on Strategic Management MCQ . This book would not have been a reality but from the tremendous support from “My Love-Pallavi.

I Have been blessed to have an extraordinary support terms of colleagues, friends and family who have helped me in every sphere of my journey called this life. All these people deserve much more than a deep thank and love. I express all my gratitude to each and everyone of them for assisting me in all my endeavors.

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I express my respect, love and gratitude to my **PARENTS and my FAMILY** for not only giving me life but giving your entire life to me. I am indebted to both of you a lot, indeed more than my life and to my **lovely WIFE** to bear with me in all the time I spend on making notes. And last to all my **CRITICS** because your criticism continuously keep me grounded and give me power to do even better.

The discussion in the book is to-the-point but comprehensive. Every care has been taken to make the presentation is this book from blemish. Nevertheless, it is conceded that no one is infallible, unintended error or omission may have crept in. The user of this book are requested to bring these to the notice of the author and offer, without inhibition , their suggestion for further improvement.

Let us remind you two important things

- 1. This book is not a substitute for study material issued by ICAI, it's only an aid.**
- 2. There is no short cut to success, it is resolute hard work that pays.**

Committed to your Success,
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Introduction to SM

1. Which statement is true?

- A. The strategic management involve the determination of the organisation's mission, strategic policies, and strategic objectives
- B. Strategic management is a stream of decisions and action which leads to the development of an effective strategy or strategies to help achieve corporate objectives
- C. The strategic management process is the way in which strategists determine objectives and make strategic decisions.
- D. All of the above.

2. "_____ is the process of managing the pursuit of organisational mission while managing the relationship of the organisation to its environment."

- A. System Management
- B. Strategic Management
- C. Financial Management
- D. Cost Management

3. Match the following

List-I (Level of Strategy)

List-II (Areas)

(A) Operating Level

1. Plants Strategy

(B) Functional Level

2. Personnel Strategy

(C) Business Level

3. Particular Line Strategy of Business

(D) Corporate Strategy

4. Objectives

5. Cost

A. (A) (B) (C) (D)

3 4 2 1

B. (A) (B) (C) (D)

1 2 5 4

C. (A) (B) (C) (D)

1 2 3 4

D.(A) (B) (C) (D)

1 5 4 3

4. In the context of strategic management resources can be defined as

- A. The knowledge and skills within the organisation
- B. Something that an organisation owns, controls or has access to on a semi-permanent basis
- C. The physical assets of the organisation

5. Strategic Management involves

- A. The determination of the organisation's mission, strategic policies and strategic objectives
- B. Cost
- C. The determination of price of the product and service
- D. Planning with high cost

6. Which statement is true?

- A. Strategy has more subjective values
- B. Strategy is developed at the highest level
- C. Strategy requires more difficult-to-get information. A manager requires more information for arriving at a strategic decision, while tactics requires normal information which is generated within the organisation
- D. All of the above

7. Stability strategy is a _____ strategy

- A. corporate level
- B. business level
- C. functional level
- D. strategic level

8. Strategic Management handles:

- A. external issues
- B. management issues
- C. internal issues
- D. administrative issue

9. Corporate level strategy deals with:

- A. objectives of specific functions

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B. objective of Single strategic Business Unit

C. objectives of the corporate

D. objectives of specific operations

10. McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made?

A. Business B. Corporate C. Functional D. International

11. . Which one of the following is of concern for not-for-profit organizations?

A. The markets to service B. Identifying suppliers to deal with

C. Developing capabilities D. Building monopolies.

12. The impact of strategies on the general direction and basic character of a company is

A. short range B. medium range C. long range D. minimal

13. Which of the following statements best describes strategic management?

A. A process consisting of determining objectives and strategic actions to achieve those objectives

B. A process consisting of determining objectives, strategic actions to achieve those objectives, the implementation of desired strategy, and the monitoring of that strategy

C. A process consisting of the determination of direction, strategic actions to achieve objectives, the implementation of desired strategy, and monitoring of that strategy

D. A process for determining direction, strategic actions to achieve objectives, and the implementation of desired strategy

14. Which of these is not a key stakeholder that an organization must seek to satisfy?

A. Managers B. Shareholders C. Employees D. Customers

15. Who can be considered as the main stakeholders for London Zoo?

A. Research groups B. Visitors

C. The government D. Private investors

16. What common, related problem do not-for-profit organizations such as the British Museum and the National History Museum often face?

A. Costs associated with repairs and maintenance

B. The need to be educational and adhere to their scientific/research orientation whilst addressing commercial issues (e.g., admission charges to cover costs)

C. The need to be educational and adhere to their scientific/research orientation whilst satisfying main stakeholders

D. The conflict between pursuing organizational objectives and resource availability constraints

17. Which one of these would not be a problem for an organization attempting to establish a unified vision or direction?

A. The constraints applied by key stakeholders upon the organizations management

B. The personal objectives of those within the organization

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- C. The varying expectations of external stakeholders
- D. Conflicts between the product and its desired target market.

18. _____ is the collection of managerial decisions and actions that determine the long-run performance of an organization

- A. planning
- B. goal-oriented management
- C. strategic management
- D. leadership

19. Why is strategic management important?

- A. It has little impact on organizational performance
- B. It is involved in many of the decisions that managers make
- C. Most organizations do not change
- D. Organizations are composed of similar divisions and functions

20. Middle level managers typically are responsible for _____ strategies

- A. business
- B. organizational
- C. operational
- D. corporate

21. _____ strategy determines what businesses an organization should be in

- A. Business
- B. Organizational
- C. Operational
- D. Corporate

22. Why should governments seek to regulate?

- A. To control competition and stop monopoly power
- B. To minimize resource wastage and monopoly power

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C. To control competition and minimize resource wastage

D. To control competition, minimize resource wastage, and inhibit the exploitation of weak buyers and suppliers

23. The strategic management process is

A. a set of activities that is guaranteed to prevent organizational failure

B. a process concerned with a firm's resources, capabilities, and competencies, but not the conditions in its external environment

C. a set of activities that to date have not been used successfully in the not-for-profit sector

D. a dynamic process involving the full set of commitments, decisions, and actions related to the firm

24. _____ are external forces affecting organizations

A. Technological forces B. Political forces C. Economic forces D. All of the above

25. _____ assesses the whole strategic management process

A. Strategic audit B. Company audit

C. Business audit D. None of the above

26. The word strategy originated from _____

A. stratagos' B. stratum C. statistics D. straight

27. What are designed to guide managers in the pursuit and achievement of strategies and objectives?

A. Procedures B. Budgets C. Policies D. Plans

28. Strategy effectiveness and competitive success is dependent on which of the following groups of competencies?

- A. Change, planning, learning B. Content, change, planning
C. Content, change, learning D. Learning, planning, content

29. The three organizational levels are:

- A. corporate level, business level, functional level
B. corporate level, business unit level, functional level
C. corporate strategy level, business unit level, functional level
D. corporate strategy level, business level, specialist level

30. The Holiday Inn, Burlington statement, "If a customer has a need or want, we fill it." is an example of a:

- A. Business unit goals B. Marketing objectives
C. Business unit mission D. Goal of a business segment

31. When actual performance results are better than what the plan called for, managers should:

- A. ignore it B. sell more products
C. issue more stock options to employees D. increase prices

32. The basic activities of strategic management include:

- A. offense, defense, and control
B. situation analysis, strategy formulation, implementation, and evaluation
C. development, control, and management

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D. ethics, management, and practice

33. The three stages of strategic management are

A. strategy formulation, strategy implementation, and strategy execution

B. strategy formulation, strategy execution, and strategy assessment

C. strategy formulation, strategy implementation, and strategy evaluation

D. strategy assessment, strategy execution, and strategy evaluation

34. How often should strategic-management activities be performed?

A. Annually B. Quarterly C. Monthly D. Continuously

35. In a large organization, strategic management activities occur at what level(s)?

A. Corporate and divisional B. Functional, business and corporate

C. Strategic business unit D. Divisional

36. The origins of Business Policy Strategic Management can be retraced to

a. 1930

b. 1911

c. 1879

d. 1938

37. Which _____ liberalization has made strategic management a buzz word among the Indian corporates?

a) Cultural

b) Economic

c) Social

d) None of the above.

38. Bajaj Auto, until a few years back had a monopoly in their line of business. But with the competition on the rise, they had to resort to Strategic Management.

- a. True
- b. False

39. Which of the following terms are used interchangeably in strategies?

- a. Strategic movement
- b. Business policy.
- c. Corporate strategy.
- d. All of the above.

40. In corporate language, the term 'Mission' leads to _____

- a. Goals
- b. Targets
- c. Objectives
- d. None of the above

41. Business decisions are influenced by _____ sets of factors.

- a. One
- b. Two
- c. Three
- d. four

42. The external environment consists of two types of environment. Name them.

- a. Mini And Micro
- b. Mega and Micro
- c. Micro and Macro
- d. Mini and Mega

43. Who is the author of 'Competitive Strategy, Competitive Advantage'?

- a. Chandler
- b. Porter
- c. David
- d. Waterman

44. The _____ answers the question "What do we want to become?" whereas _____ answers the question "What is our business?"

- a. vision statement; mission statement
- b. short-term objectives; long-term objectives
- c. objectives; strategies
- d. mission; vision

45. What is the recommended length of an effective mission statement?

- a. One page
- b. Less than 200 words
- c. One sentence of 10 to 20 words.
- d. There is no recommendation. It can be as long as the management wants.

46. The three stages of strategic management are

- a. strategy formulation, strategy implementation, and strategy execution.
- b. strategy formulation, strategy execution, and strategy assessment.
- c. strategy formulation, strategy implementation, and strategy evaluation.
- d. stratify assessment, strategy execution, and strategy evaluation.

47. _____ are the means by which long-term objectives will be achieved

- a. Mission statements
- b. Strategies
- c. Vision statements
- d. Long-term goals

48. Strategic management allows an organization to be more

- a. complacent
- b. proactive
- c. authoritarian
- d. reactive

49. _____ may be the most important benefit of strategic management.

- a. Profit
- b. Commitment
- c. Understanding
- d. Order

50. _____ is one of the reasons for poor or no strategic planning in organizations.

- a. Prior good experience
- b. Fear of success
- c. Low expense
- d. Self-interest

51. Matching of internal resources against external demands forms part of:

- a. strategic objectives.
 - b. strategic definition.
 - c. strategic implementation.
 - d. strategic analysis.
 - e. none of the
- these

52. An organization's strengths and weaknesses are determined relative to

- a. its strategic business units.
- b. government

- c. competitors d. external opportunities and threats.

53. An organisation's mission can be defined as:

- A) The overriding purpose in line with the values or expectations of stakeholders.
- B) The overriding purpose regardless of the values or expectations of stakeholders.
- C) The organisation's business plan.
- D) The desired future state of the organisation.

54. The purpose of analysing an organisation's strategic position is:

- A) To understand the operational and corporate requirements of an organisation.
- B) To understand the strategic position of the organisation in terms of its strategic capability and the expectations and purposes of stakeholders.
- C) To understand the strategic position of the organisation in terms of its external environment, the strategic capability of the organisation and the expectations and purposes of stakeholders.
- D) To evaluate the resources necessary to translate strategy into action.

55. Strategic choices require an understanding of:

- A) the underlying bases for future strategy at business unit and corporate levels; the options for developing strategy in terms of directions and methods of development.
- B) the business environment, the competition and the strategic capability of the organisation.
- C) The key drivers of change.
- D) The organisational strengths and weaknesses.

56. Strategy in a public sector organisation differs from a private sector company because:

- A) Planning horizons are determined by political considerations, rather than market conditions.
- B) They do not have customers.
- C) They do not have to make a profit.
- D) They do not have stakeholders.

57. Strategic management deals with

- (A) Production and quality
- (B) Profit and loss
- (C) Business process
- (D) All of the above

58. function applies to all company levels irrespective of levels of hierarchy.

- (A) Planning
- (B) Organizing
- (C) Staffing
- (D) Directing

59. Strategic management is concerned with

- (A) Short range planning
- (B) Long range planning
- (C) Both 'A' and 'B'
- (D) None of the above

60: Which statement is true about goal?

- A.**Goal setting gives base to a company for long term existence
- B.**Goal is an equipment to measure of execution, it provides clear measure for control. These measures are accepted by most of the people.
- C.**Goal setting is helpful in decision-making
- D.**All of the above

61: "Mission is the fundamental work given by the society to an organisation." Who said?

- A.**Koontz and O'Donnell
- B.**Daulton E. McFarland
- C.**Thomspon
- D.**All of the above

62: Strategic Management involves

- A.**The determination of the organiation's mission, strategic policies and strategic objectives
- B.**Cost
- C.**The determination of price of the product and service
- D.**Planning with high cost

63: The pattern of diversification includes

- A.**Vertical diversification
- B.**Market diversification
- C.**Product diversification
- D.**All of the above

64. Which of the following are typically seen as being associated with strategic decisions?

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- A.The organisations long-term direction
- B.The detailed planning of a departments work over the next month
- C.The values and expectations of powerful actors in the organisation
- D.The scope of the organisations activities

65. Which strategy is about how to compete successfully in particular markets?

- A.Business-level strategy
- B.Corporate-level strategy
- C.Alliance-based strategy
- D.Operational-level strategy

1.	D	6.	D	11.	A	16	C
2.	B	7.	A	12.	C	17.	D
3.	C	8.	A	13.	C	18	C
4.	A	9.	C	14.	A	19.	B
5.	A	10.	B	15.	B	20.	A

21.	D	26	A	31	D	36	B	41	B	46	C
22.	D	27	C	32	B	37	B	42	C	47	B
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24	D	29	A	34	D	39	D	44	A	49	C
25	A	30	B	35	B	40	C	45	D	50	D

51	D	56	A	61	A						
52	C	57	C	62	A						
53	A	58	C	63	D						
54	C	59	B	64	ACD						
55	A	60	D	65	A						

Dynamics of Strategic Management

1. The acronym SWOT stands for

- A. Special Weapons for Operations Timeliness
- B. Services, Worldwide Optimization and Transport
- C. Strengths, Weakness, Opportunities and Threats
- D. None of the above.

2. The two internal elements of SWOT analysis are

- A. weaknesses and threats
- B. opportunities and threats
- C. strength and weaknesses
- D. strengths and threats

3. Ansoff's growth vector matrix is used for

- A. analyzing the different strategic directions an organization can pursue
- B. analyzing the balance of the portfolio
- C. assessing whether the corporate parent is adding value
- D. assessing the market share of a business

4. In Ansoff's matrix, product development involves going in the direction of

- A. present products to present markets
- B. present products to new markets
- C. new products to present markets
- D. new products to new markets

5. _____ and _____ are outcomes from a study of the external environment

- A. Threats and Weaknesses
- B. Strengths and Weaknesses

C. Weights and Measures D. Opportunities and Threats

6. _____ are the organizations major value creating skills, capabilities and resources that determine the organizations competitive weapons

A. Strengths B. Opportunities C. Core competencies D. Weaknesses

7. An example of a core competency of a firm is

A. the corporate reputation

B. communicating with customers in their own languages worldwide

C. developing least squared exemptions within its accounting system

D. evaluating tangible and intangible assets

8. The merging of analysis of internal and external factors influencing the organizations strategy is known as

A. complete studies B. organizational behavior and theory

C. definitional analysis D. SWOT analysis

9. A stability strategy is particularly appropriate when

A. the firm is facing rapid growth opportunities

B. the industry is in a state of rapid upheaval

C. an organization is not meeting its goals

D. an organizations performance is declining

10. A _____ strategy addresses organizational weaknesses, helps stabilize operations and revitalizes organizational resources and capabilities

A. unrelated diversification B. horizontal integration

C. vertical integration D. retrenchment

11. An organization is said to have _____ when it has several different businesses that are independent and that formulate their own strategies

A. operational units B. strategic business units

C. competitive advantages D. legal subunits

12. Which of the following would not be considered a barrier to entry?

A. High innovation B. Concentration of distribution channels

C. Steep experience curves D. Concentration of suppliers

13. To succeed, Ansoff (1987) demands that organizations become

A. more aggressive in terms of competitive strategies and entrepreneurialism or change orientation

B. more aggressive in terms of competitive strategies

C. more aggressive in terms of competitive strategies and in their pursuit of opportunities

D. more aggressive in terms of competitive strategies and innovation

14. The _____ has its own business strategy, objectives and competitors and these are often differ from parent company

A. Strategic Business Unit structure B. Matrix structure

C. Divisional structure D. None of given option

15. _____ refers to the strategies and counter strategies of a firm that compete in a shared market place

A. Retrenchment strategy B. Competitive gaming

C. Business strategy D. Corporate strategy

16 . _____ is identifying opportunities and threats affecting their business

A. Organizational analysis B. Environmental analysis

C. Industry analysis D. Competitive analysis

17. _____ begins with identifying the industry's dominant economic features and forming a picture of the industry landscape

A. Organizational analysis B. Industry analysis

C. Environmental analysis D. Competitive analysis

18. Strategy creation involves three strands. Which of the following is not one of the three stands?

A. Planning B. Vision C. Entrepreneurship D. Emergent strategies

19. In business, _____ generally refers to the fight for market share which serves the same basic customer needs

A. Competition B. Composition C. Rivalry D. None of the above

20. Which of the following is not one of the three elements of strategy creation?

A. Sales B. Innovation C. Planning D. Leadership

21. A young industry that is beginning to form is considered to be in _____ stage

A. Introduction B. Growth C. Shakeout D. Maturity

22. Explosive growth cannot be maintained indefinitely. Sooner or later, the rate of growth slow and the industry enters the

A. Embryonic stage B. Growth stage C. Shakeout stage D. Maturity stage

23. _____ are the resources, skills or other advantages a firm enjoys relative to its competitors

A. Weakness B. Strength C. Threat D. Opportunities=

24. If unprepared, what strategic pressures are recognized as key factors that can weaken the organization?

A. Competitive and environmental pressures B. Control at the expense of flexibility

C. Lack of planners D. Competitive and environmental pressures, and excessive control

25. _____ is a widely used framework to summarize a company's situation or current position

A. SWOT analysis B. TOWS matrix C. Ansoff's matrix D. BCG matrix

26. The concept Core competence was developed by

A. Schwiz Marker B. Peter Schiffman

C. Prahalad and Gary D. None of the above

27. _____ is the process through which an organization evaluates its capability so as to have competitive advantage at market place

A. Environmental analysis B. Organizational analysis

C. Industry analysis D. Business analysis

28. Which of the following is not an element of the growth/market options matrix developed by Ansoff (1987)?

A. Market development B. Diversification

C. Product development D. Market segmentation

29. _____ of an organization deals with investigation of organizational strengths and weaknesses by focusing on factors which are relevant to it

- A. External analysis B. Internal analysis
C. Industry analysis D. Business analysis

30. Which of the following is one of the factors related to the issue of the feasibility of a strategy?

- A. Skills and resources, available and needed B. Levels of return expected
C. Finance and other resource availability D. Effect on strategic perspective

31. _____ strategies are also known as grand or root strategies

- A. Corporate B. Business C. Functional D. Operational

32. SBU stands for

- A. satisfied business unit B. stratified business unit
C. strategic building unit D. strategic business unit

33. Which of the following is a consideration when assessing the feasibility of a strategy?

- A. Timing B. Planning gap C. Synergy D. Culture

34. Firms that practice unrelated mergers _____

- A. conglomerate B. hostile C. friendly D. retrenchment

35. Swot Analysis is done to know the

- A. strengths B. Threats and strengths C. Weaknesses and opportunities
D. Threats, strengths Weaknesses and opportunities

36. Which of the following is an aspect of implementation that can be changed indirectly if necessary?

- A. Organizational structure
- B. Information systems
- C. Quality
- D. Procedures

37. Which one of the following types of organizations would benefit from a matrix structure?

- A. Diverse independent businesses in a conglomerate
- B. Organizations growing through merger and acquisition
- C. Small companies with few plants and limited product or service diversity
- D. Small, sophisticated service companies

38. Which of these is not a main determinant of centralization/ decentralization?

- A. Geographical considerations (e g , location etc)
- B. Costs
- C. Size
- D. Demographical considerations (e g , age; ethnicity etc)

39. Which of these is not an identified form of organizational structure?

- A. Intrapreneurial
- B. Functional
- C. Divisional
- D. Matrix

40. When are holding company structures are most useful?

- A. For organizations in stable environments
- B. Where appropriate business unit splits exist
- C. For companies pursuing restructuring strategies
- D. For large, multinational companies

41. Which of these are characteristic of matrix structures?

- A. Decentralization and co-ordination B. Centralization and co-ordination
C. Decentralization and control D. Centralization and control

42. Which of these is not a valid reason in support of focused strategies?

- A. Greater control B. Reduction of weak business to develop a strong core
C. Competence consolidation D. Cost reduction

43. Which of the following elements of strategy affect the process of strategy creation and implementation?

- A. Synergy B. The strategic leaders perspective on strategy
C. Structure D. Strategic paradoxes

44. Aggregating prospective buyers into groups is called:

- A. market categorization B. market segmentation
C. modeling D. BCG matrix analysis

45. cohesive marketing mix consists of the product, promotion, price, and

- A. personnel B. production C. advertising D. communication

46. Which of the following is NOT a characteristic of strategic management that makes it different from other types of management?

- A. It is interdisciplinary
B. It has an external focus
C. It has an internal focus
D. It concerns the present direction of the organization

47. An organization's strategies should be designed so that they incorporate:

- A. opportunities and threats
- B. resources and capabilities
- C. only traditional values of past organizations
- D. opportunities, threats, resources, and capabilities

48. Situation analysis involves the process of:

- A. designing and choosing appropriate organizational strategies
- B. analyzing the current environment of the organization
- C. analyzing the external environment only
- D. evaluating the internal aspects of the organization

49. Situation analysis allows the organization to examine:

- A. external factors only
- B. internal factors only
- C. the organization's top management only
- D. both external and internal factors

50. Environmental scanning occurs in what phase of strategic conflict management?

- A. Reactive
- B. Proactive
- C. Recovery
- D. Strategic

51. Which of the following is not a limitation of SWOT (Strengths, Weaknesses, Opportunity, Threats) analysis?

- A. Organizational strengths may not lead to competitive advantage

- B. SWOT gives a one-shot view of a moving target
- C. SWOT's focus on the external environment is too broad and integrative
- D. SWOT overemphasizes a single dimension of strategy

52. What kind of organizational structure combines a vertical chain of command with horizontal reporting requirements?

- A. line authority
- B. matrix
- C. functional
- D. quality circle

53. BCG in BCG matrix stands for

- a. Boston Calmette Group
- b. British Consulting Group
- c. Boston Corporate Group
- d. Boston Consulting Group

54. What does Dog symbolize in BCG matrix?

- a. Introduction
- b. Growth
- c. Maturity
- d. Decline

55. What does Stars symbolize in BCG matrix?

- a. Introduction
- b. Growth
- c. Maturity
- d. Decline

56. What does Question Mark (?) symbolize in BCG matrix?

- a. Remain Diversified
- b. Invest
- c. Stable
- d. Liquidate

57. What do Cash Cows symbolize in BCG matrix?

- a. Remain Diversified
- b. Invest
- c. Stable
- d. Liquidate

58. What does Green symbolize in BCG matrix?

- a. Invest Expand
- b. Select Earn
- c. Harvest Divest
- d. Both a & b

59. What does Yellow symbolize in BCG matrix?

- a. Invest Expand
- b. Harvest Divest
- c. Select Earn
- d. Both a & b

60. What does Red symbolize in BCG matrix?

- a. Invest Expand
- b. Harvest and Earn
- c. Harvest Divest
- d. Select Earn

61. The BCG Matrix is based on

- a. Industry attractiveness Business Strength
- b. Industry Growth rate Business strength
- c. Industry Attractiveness Relative market share
- d. Industry Growth rate Relative market share

62. In BCG matrix, what is the label of the horizontal axis?

- a. Relative Market share
- b. Business Strength
- c. Industry Growth Rate
- d. Market Growth Rate

63. In BCG Matrix, what is the label of the Vertical axis?

- a. Relative Market share
- b. Business Strength
- c. Industry Growth Rate
- d. Market Growth Rate

64. The GE 9 cell model is based on

- a. Industry attractiveness Business Strength
- b. Industry Growth rate Business strength
- c. Industry Attractiveness Relative market share
- d. Industry Growth Relative market share

65. In strategic thinking, how long is the long term, approximately?

- a. 1 Month to 1 year
- b. 2 to 3 years
- c. 3 to 5 years
- d. More than 5 years

66. Low cost, Differentiation and Focus are examples of _____

- a. Corporate strategies
- b. Operational Strategies
- c. Business Strategies
- d. Functional Strategies

67. The word tactic is most likely to be associated with:

- a. Business Strategy
- b. Corporate strategy

- c. Operational Strategy
- d. All of the above

68. In GE 9 cell matrix, what is the label of the horizontal axis?

- a. Relative Market share
- b. Industry Attractiveness
- c. Industry Growth Rate
- d. Market Growth Rate

69. Another name for GE 9 cell model is

- a. Three colour matrix
- b. Stop light matrix
- c. Strategic Portfolio Matrix
- d. Colour light matrix

70. Which of the following is a renowned profounder of core competence?

- a) Glueck
- b) Gary Hamel
- c) Waterman
- d) Chandler

71. Which of the following are the internal factors that influence the strategy and other decisions?

- a. Value System
- b. Mission and Objectives
- c. Management Structure and Nature
- D. All of the above

72. _____ analysis is one of the prime and primary steps in strategic management.

- a. SCOT
- b. WOTS
- c. ETOP
- d. SWOT

73. Which of the following is strength of the SWOT analysis, concerning Marketing?

- a. Poor brand image
- b. Weak distribution
- c. Deep product mix
- d. Narrow product mix

74. Which of the following is an opportunity concerning SWOT analysis

- a. Recession
- b. Boom
- c. Political Instability
- d. Delicensing

75.As _____ succinctly puts it, “strategy formulation is largely an intellectual process, whereas, strategy implementation is more operational in character.

- a) John David
- b) Fred David
- c) Waterman
- d) Chandler

76. What is the full form of BCG?

- a. Bombay Consulting Group
- b. Barmby Consulting Group
- c. Bolivia Consulting Group
- d. Boston Consulting Group

77. Products in High Growth-High Market share are called _____

- a. Dogs
- b. Cash Cows
- c. Stars
- d. Question marks

78. As per the BCG Matrix, Dogs may produce _____

- a. Loss
- b. Profit
- c. No loss no profit
- d. None of the above

79. Portfolio matrix is also known as?

- a. Business Alternative screen
- b. Business Attractiveness screen
- c. Backwards Attractiveness screen
- d. Business Attractive system

80. Which of the following is not a limitation of SWOT (Strengths, Weaknesses, Opportunity, Threats) analysis?

- A) Organizational strengths may not lead to competitive advantage
- B) SWOT gives a one-shot view of a moving target
- C) SWOT’s focus on the external environment is too broad and integrative
- D) SWOT overemphasizes a single dimension of strategy

81. In an IFE Matrix, the weight range is from _____ and the ratings range from _____.

- a. to 1.0; 1.0 to 4.0 b. to 1.0; 0.0 to 4.0
- c. to 3.0; 1.0 to 2.0 d. to 4.0; 0.0 to 1.0

82. Two reasons for mergers and acquisitions are

- a. to increase managerial staff and to minimize economies of scale.
- b. to reduce tax obligations and increase managerial staff.
- c. to create seasonal trends in sales and to make better use of a new sales force.
- d. to provide improved capacity utilization and to gain new technology.

83. A coordinate of _____ in the SPACE Matrix is a defensive profile.

- a. +1, +1 b. -4, -2 c. +5, -1 d. -2, +3

84. The first option that should be considered for firms in Quadrant II of the Grand Strategy

Matrix is the _____ strategy.

- a. integration b. intensive c. defensive d. diversification

85. The pie slices within the circles of a _____ reveal the percent of corporate profits contributed by each division.

- a. QSPM b. BCG Matrix c. SPACE Matrix d. Grand Strategy Matrix

86. Auditing the existing applications portfolio is part of:

- a. strategic analysis. b. strategic definition. c. strategic implementation.
- d. strategic objectives. e. none of the above.

87. Strategic option selection forms part of:

- a. strategic analysis. b. strategic objectives.
- c. strategic definition. d. strategic implementation. e. none of the above.

88. An example of a metric from the process component of the balanced scorecard is:

- a. procurement lead times. b. customer satisfaction index.
- c. margin. d. training hours per employee. e. none of the above.

89. For an existing organization, typical stages of e-commerce development are:

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- a. image and product information, customer support, transactions, information collection.
- b. information collection, image and product information, customer support, transactions.
- c. transactions, image and product information, information collection, customer support.
- d. image and product information, information collection, customer support, transactions.
- e. none of the above.

90. The most appropriate order to conduct these planning activities is:

- a. situation analysis, strategy, objective setting, tactics.
- b. situation analysis, objective setting, tactics, strategy.
- c. situation analysis, objective setting, strategy, tactics.
- d. situation analysis, objective setting, tactics, strategy.
- e. none of the above.

91. The emergent approach to strategy entails:

- a. largely sequential development of strategy analysis and development.
- b. an interrelated development of strategy analysis and development.
- c. an unrelated development of strategy analysis and development.
- d. both the first and third answer above.
- e. none of the above.

92. A buy-side supplier threat of e-commerce is:

- a. drives down cost of commoditized products.
- b. reduction in customer loyalty.
- c. less flexibility in switching procurement.
- d. increase in cost of supplies.
- e. none of the above.

93. Developing new digital products is:

- a. a product development strategy.
- b. a market development strategy.
- c. a market penetration strategy.
- d. both the first and third answers above.
- e. none of the above.

94. The online revenue contribution indicates:

- a. the proportion of online sales in a market.
- b. the actual audience of a website.
- c. the number of visitors a site receives.
- d. the potential audience of a website.
- e. none of the above.

95. Strategic drift, where strategies progressively fail to address the strategic position of the organisation, is frequently followed by:

- A) Transformational change.
- B) Demise.
- C) Transformational change or demise.
- D) A change of CEO.

96. A design view of strategy refers to:

- A) The systematic, rational way in which strategy is always developed in organisations.
- B) The pulling together of ideas that develop from different parts of the organisation.
- C) Pulling together the different decisions made throughout an organisation so as to develop a coherent overall strategy.
- D) The deliberate positioning of the organisation through a rational, analytic, structured and directive process.

97. The experience lens suggests that strategies develop.

- A) Through the individual experience of a few top managers or strategic planners.
- B) Through the shared assumptions in the organisation often thought of as the organisational culture.
- C) Through the shared assumptions across similar sorts of organisations within an industry (or organisational field).
- D) All of the above.

98. Match the following

Question	Correct Answer
a. Retrenchment Strategies	1. Retrenchments – either internally or externally
b. Divestment Strategies	2. Contraction of activities through elimination of the scope of one or more of its business
c. Turnaround Strategies	3. Involves the sale or liquidation of a portion of a business

- (A) a-1, b-2, c-3
- (B) a-3, b-2, c-1
- (C) a-2, b-3, c-1
- (D) a-3, b-1, c-2

99. Match the following

List-I (Elements of SWOT)

- (A) Strength
- (B) Weakness
- (C) Opportunity
- (D) Threat

List-II (Concepts)

- 1. Shortage of Fund
- 2. Cost Advantage
- 3. Sound Capital Structure
- 4. Cut Throat Competition
- 5. Business

A.(A) (B) (C) (D)
1 2 3 4

B.(A) (B) (C) (D)
3 1 4 2

C.(A) (B) (C) (D)
4 3 2 1

D.(A) (B) (C) (D)
3 1 2 4

100. Match the following

List-I (Concepts)

- (A) Inbound logistics
- (B) Procurement
- (C) Operations
- (D) HRM

List-II (Examples)

- 1. Raw Material
- 2. Machinery
- 3. Production
- 4. Training and Development
- 5. Accounting

A.

B.

C.

D.

101. Match the following

List-I (Elements of SWOT)

- (A) Strength**
- (B) Weakness**

List II (Examples)

- 1. New entrant**
- 2. Cost Advantage**

(C) Opportunity

3. Ineffective promotion

(D) Threat

4. Diversified portfolio

A.	(A) (B) (C) (D)
	1 2 3 4
B.	(A) (B) (C) (D)
	4 3 2 1
C.	(A) (B) (C) (D)
	1 3 4 2
D.	(A) (B) (C) (D)
	4 2 3 1

102: Which statement is true?

- A. An offensive strategy, if successful, can open up a competitive advantage over competitors
- B. All firms are subject to attacks from competitors in a competitive environment
- C. A grand offensive involving several major initiatives may be sometimes launched by the aggressors
- D. There is a benefit period, after a successful competitive offensive.

103: SWOT analysis includes

- A. Functional Strategy
- B. Business Level Strategy
- C. Corporate Strategy
- D. All of the above

104. Which environment can create new market and new business segments?

- A. Political environment
- B. Economic environment
- C. Socio cultural environment

D. Technological environment

105. Analysing the ext environment and the organisations resources are part of the:

A. Functional level planning process

B. Determining the mission of the business

C. Financial planning process

D. Strategic planning process

106. Marketing current products with possible modifications and range increases is also known as what?

A. Retrenchment

B. Market penetration

C. Product development

D. Market development

107. The value chain is subdivided into two main headings. These are primary activities and:

A. Peripheral activities

B. Support activities

C. Secondary activities

D. Outsourced activities

108. The pie slices within the circles of a _____ reveal the percent of corporate profits contributed by each division

- A. QSPM
- B. BCG matrix
- C. SPACE matrix
- D. Grand strategy matrix

109: Which is the reasons for change of a firm from concentration strategies?

- A. Overconfidence
- B. Pressure to use idle capacity
- C. Temptations of diversification
- D. All of the above

110: Which statement is true?

- A. Strategy has more subjective values
- B. Strategy is developed at the highest level
- C. Strategy requires more difficult-to-get information. A manager requires more information for arriving at a strategic decision, while tactics requires normal information which is generated within the organisation
- D. All of the above

111: SWOT analysis includes

- A. Functional Strategy
- B. Business Level Strategy
- C. Corporate Strategy
- D. All of the above

112: What does stars symbolize in BCG matrix?

- A.Growth
- B.Decline
- C.Maturity
- D.Introduction

113: Which statement is true?

- A.A budget is a statement of expected results expressed in numeric terms
- B.Budgets may be variable budgets and flexible budgets
- C.Budgetary planning is accurate, detailed and clear
- D.All of the above

114: Which is the strategic disadvantage of Product Organisation Structure?

- A.Results in duplication of equipment and personal
- B.Involves difficulty in allocating over-heads
- C.Result in inconsistent decisions from one department to another
- D.All of the above

Solutions

1.	C	6.	C	11	B	16	B	21	A	26	C	31	A	36	C	41	A
2.	C	7.	B	12	A	17	B	22	C	27	B	32	D	37	D	42	A
3.	A	8.	D	13	A	18	C	23	B	28	D	33	A	38	D	43	D
4.	C	9.	B	14	A	19	A	24	D	29	B	34	A	39	A	44	B
5.	D	10.	D	15	C	20	A	25	A	30	C	35	D	40	C	45	D

46	D	52	B	58	A	64	A	70	B	76	D	82	D
47	B	53	D	59	C	65	D	71	D	77	C	83	B
48	B	54	D	60	C	66	C	72	D	78	A	84	B
49	D	55	B	61	D	67	C	73	C	79	B	85	B
50	B	56	A	62	A	68	B	74	B	80	C	86	A
51	C	57	C	63	C	69	B	75	B	81	A	87	C

88	A	93	A	98	C	103	D	108	B	113	D		
89	D	94	A	99	D	104	D	109	D	114	D		
90	C	95	C	100	A	105	D	110	D				
91	B	96	D	101	B	106	D	111	D				
92	C	97	D	102	A	107	B	112	A				

Strategic Management Process

1. Select the most accurate statement. Value

- A. means value for money
- B. is best described as the benefits the business chooses to give to customers through its product/service
- C. is the benefits of a product/service as perceived by the customer
- D. does not offer competitive advantage.

2. Which of these questions is not addressed by an effective business model?

- A. What do customers value today?
- B. Who are our customers?
- C. What does the organization produce?
- D. None of the above All are essential questions for effective business models

3. Which of the following would you not expect to see in a vision statement?

- A. Descriptions of desirable future situations
- B. Motivational terminology
- C. Focus on the values to which the organization is committed
- D. What the organization seeks to do to reach desirable future states

4. What are the decisions and actions that determine long-run performance of an organization?

- A. strategies B. missions C. goals D. opportunities

5. Strategic mission

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- A. is a statement of a firm's unique purpose and scope of operations
- B. is an internally-focused affirmation of the organization's societal and ethical goals
- C. does not limit the firm by specifying the industry in which the firm intends to compete
- D. is developed by a firm before the firm develops its strategic intent

6. The vision and mission statement can often be found

- A. in the SEC report B. in annual reports
- C. on customer receipts D. on supplier invoices

7. The purpose of a mission statement is to declare all of these except

- A. a reason for being B. an annual financial plan
- C. a statement of purpose D. a statement of beliefs

8. As indicated in the strategic-management model, a clear _____ is needed before alternate strategies can be formulated and implemented.

- A. long-term objective B. short-term objective C. policy D. mission statement

9. Innovation and quality can be seen as which form of management?

- A. Marketing management B. Financial management
- C. Operations management D. Human resource management

10. The mission statement answers which question?

- A. What is our business? B. How can we improve ourselves?
- C. What do we want to become? D. Who are our stakeholders?

11. The vision statement answers which question?

- A. What is our business?
- B. How can we improve ourselves?
- C. What do we want to become?
- D. Who are our stakeholders?

12. In the process of developing a mission statement, it is important to involve

- A. as few managers as possible
- B. as many managers as possible
- C. upper-level management only
- D. lower-level management only

13. The process of developing a mission statement includes which of these as the first activity?

- A. A request to modify the current document
- B. Ask managers to read selected articles about mission statements
- C. Ask managers to prepare a mission statement for the organization
- D. A merging of several mission statements into one document

14. An effective mission statement is all of the following except

- A. It reflects judgments about future growth directions that are based upon forward-looking external and internal analyses
- B. It provides useful criteria for selecting among alternative strategies
- C. It provides a basis for generating and screening strategic options
- D. It is static in orientation

15. Good mission statements identify the _____ of a firms products to its customers

- A. utility
- B. price
- C. profit margin
- D. demand

16. Effective mission statements can vary in

- A. length B. content C. format D. all of the above

17. Which component of a mission statement addresses the firms distinctive competence or major competitive advantage?

- A. Technology B. Philosophy C. Concern for public image D. Self-concept

18. Why of the following is the best reason for why strategic planning is still important today?

- A. Without a formal strategic plan a company cannot expect to compete effectively
B. Without a strategic plan an organization can drift without purpose or definition
C. Without it, companies would exist without cause or co-ordination
D. Because of slower economic growth, globalization and technological change

19. Which of the following is true for small businesses in relation to strategic planning?

- A. It belongs in all organizations B. It is too expensive
C. It only belongs in large organizations D. The benefits are too long term

20. Developing a _____ is like having a dream to be covered into reality in future

- A. Mission B. Objectives C. Goals D. Vision

21. First step in developing a vision statement is

- A. Targeting the vision B. Developing future scenarios
C. Setting vision context D. Conducting vision audit

22. How might an organization spot, create, and exploit new opportunities ahead of its rivals?

- A. Through managers in the various businesses working together, sharing information and capabilities, helping each other, and creating synergy
- B. Through managers in the various businesses sharing information, capabilities, and creating synergy
- C. Through managers in the various businesses working together, sharing information, and sharing capabilities
- D. Through managers in the various businesses working together to create strategic competencies for the organization in order to pursue opportunities

23. A useful framework used to assess a company's investments/divisions is called:

- A. unit production analysis
- B. corporate insight analysis
- C. company productivity analysis
- D. business portfolio analysis

24. Cash cows are SBU's that typically generate:

- A. problems for product managers
- B. paper losses in the long run
- C. large awareness levels but few sales
- D. a lot of competition

25. Business unit competencies should be distinctive enough to provide a(n):

- A. clear understanding of who you want to lead the company
- B. competitive advantage
- C. opportunity to compete on a productivity basis
- D. additional strategic mission

26. Which of the following is NOT a major element of the strategic management process?

- A. Formulating strategy
- B. Implementing strategy
- C. Evaluating strategy
- D. Assigning administrative tasks

27. A marketing department that promises delivery quicker than the production department's ability to produce is an example of a lack of understanding of the

- A. synergy of the business units
- B. need to maintain the reputation of the company
- C. organizational culture and leadership
- D. interrelationships among functional areas and firm strategies

28. Which of the following lists is comprised of support activities:

- A. human resource management, information systems, procurement, and firm infrastructure
- B. customer service, information systems, technology development, and procurement
- C. human resource management, technology development, customer service, and procurement
- D. human resource management, customer service, marketing and sales, and operations

29. Cultural values would be part of which of the following factor in macro environment?

- a. Demographic
- b. Social

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c. Ecological

d. Natural

30. In _____ SBU companies, the corporate strategy is implemented through SBU strategies, which are formulated to achieve the corporate strategy.

a) Single

b) Multi

c) Solo

d) None of the above

31. Which of the following is a factor on which structure depends?

a. Size of business

b. Nature of business

c. Characteristics of the market

d. All of the above

32. Developing a vision and mission, identifying an organization's external opportunities and threats, and determining internal strengths and weaknesses are all _____ activities.

a. strategy-formulation b. strategy-implementation

c. long-range planning d. short-range planning

33. Which of these is not a reason why some firms do no strategic planning?

a. Laziness

b. **Competitive leadership**

c. Honest difference of opinion d. Poor reward structures

34. The means by which long-term objectives will be achieved are

a. mission statements b. **strategies.**

c. vision statements. d. long-term goals.

35. An effective information system collects, codes, stores, synthesizes, and _____ information in such a manner that it answers important operating and strategic questions.

a. Prints

b. Distributes

c. **Presents**

d. Filters

36. All of the following are stated advantages of a divisional structure except

a. it allows local control of local situations.

b. it leads to a competitive climate within a firm.

c. accountability is clear. d. it promotes specialization of labor.

37. The control process requires the following types of information

(A) Planned performance

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- (B) Variances
- (C) Reasons
- (D) All of the above

38. A group of managers is considering pricing strategy and differentiation. At which level of strategy are the managers most likely to be working?

- A. Corporate level
- B. Operational level
- C. Business level
- D. Mission and vision

39. An organisations general expression of its overall purpose is known as its:

- A. objective
- B. vision
- C. goal
- D. mission

**40 Which of the following terms correctly complete the definition:
Operational strategies are about how the component parts of an organisation deliver strategies in terms of _____ and _____.**

- A. people
- B. alliances
- C. mission
- D. resources
- E. Processes

41. Strategy involves:

- A. senior managers and board members
- B. managers at all levels
- C. senior and middle managers
- D. senior management

42. What are the three main branches of strategy research that make up the study of strategy?

- A. Strategy content
- B. Strategic context
- C. Strategy lenses
- D. Strategy processes

43. Core competences are the skills and abilities by which resources are deployed through an organisations activities and processes such as to:

- A. survive using approaches and techniques that others cannot imitate or obtain.
- B. survive.
- C. achieve competitive advantage in ways that others cannot imitate or obtain.
- D. achieve competitive advantage.

44. A competitor finds it difficult to identify the basis for an organisations competitive advantage. What term is used for this situation?

- A. Interdependent causality
- B. Causal dependency
- C. Causal ambiguity
- D. Ambiguous inter causality

45. Which of the following statements correctly relate to explicit and tacit knowledge?

- A. A systems manual is an example of explicit knowledge.
- B. Tacit knowledge is easier to imitate.
- C. Explicit knowledge is easier to communicate.
- D. Tacit knowledge is personal, context-specific and therefore hard to communicate.

46: The strategist uses the career planning in order?

- A.To enable the employees to develop and make them ready to meet the future challenges
- B.To provide suitable promotional opportunities
- C.To attract competent persons and retain them in the organisation
- D.All of the above

47: The strategic management process is the way in which strategists determine objectives and

- A.Make recording
- B.Make coordinating
- C.Make strategic decisions
- D.Make planning

48: Which is the step in the process of strategic decision-making?

- A.Problem Diagnosis
- B.The Selection of a Solution
- C.Problem Awareness
- D.All of the above

49: Match the following

List-I (Tools of Strategy)

- (A) Monitoring**
- (B) Establishing Standards**
- (C) Measuring Performance**
- (D) Compare Performance with Standard**

List-II (Concepts)

- 1. Mission**
- 2. Performance**
- 3. Strategic Audit**
- 4. Variance Finding**
- 5. Budget**

A.(A) (B) (C) (D)

3 2 1 4

B.(A) (B) (C) (D)

1 2 3 4

C.(A) (B) (C) (D)

1 3 2 5

D.(A) (B) (C) (D)

1 4 3 2

50: Match the following
List-I (Types of Objective)

- (A) Performance Objective
- (B) Individual Objective
- (C) Improvement Objective
- (D) Social Objective

List-II (Concepts)

- 1. Promotion in Position
- 2. Production
- 3. Job Work
- 4. Pollution Control
- 5. Innovation

A.(A) (B) (C) (D)

3 1 2 4

B.(A) (B) (C) (D)

1 2 3 4

C.(A) (B) (C) (D)

1 2 5 4

D.(A) (B) (C) (D)

4 1 3 2

51: The _____ answers the question "What do we want to become?" whereas _____ answers the question "What is our business?"

- A. Vision statement, mission statement
- B. Short-term objectives; long term objectives
- C. Objectives; strategies
- D. Mission vision

52: Which statement is true about goal?

- A. Goal setting gives base to a company for long term existence
- B. Goal is an equipment to measure of execution, it provides clear measure for control. These measures are accepted by most of the people.
- C. Goal setting is helpful in decision-making
- D. All of the above

53: "Mission is the fundamental work given by the society to an organisation." Who said?

- A. Koontz and O'Donnell
- B. Daulton E. McFarland
- C. Thomspen
- D. All of the above

54: Which is the reasons for change of a firm from concentration strategies?

- A. Overconfidence
- B. Pressure to use idle capacity
- C. Temptations of diversification
- D. All of the above

55. What are the means by which long term objectives will be achieved?

A. Strategies B. Policies C. Strength D. Opportunities

56. Marketing strategy is a _____ type of strategy

A. business level B. Growth strategy
C. corporate strategy D. functional strategy

57. A possible and desirable future state of an organization is called:

A. Mission B. Vision C. Strategy implementation D. Strategy formulation

58. What does Question mark symbolize in BCG matrix?

A. Remain Diversified B. Invest C. Stable D. Liquidate

59. What do Cash Cows symbolize in BCG matrix?

A. Remain Diversified B. Invest C. Stable D. Liquidate

60. The BCG matrix is based on

A. Industry attractiveness and Business strength
B. Industry Growth rate and Business strength
C. Industry Attractiveness and Relative Market share
D. Industry growth rate and relative market share

61. How many cells are in a SWOT matrix?

A. 9 B. 6 C. 3 D. 2

62. What is the starting point of strategic intent?

A. Objectives B. Goals C. Mission D. Vision

63. Which of the following can be identified as a best statement that represents a firm's big picture statements, describing a desired end state, general in scope and not restrictive?

- A. Corporate philosophy statement B. Company creed
C. Vision statement D. Mission statement

64. The sketch of the BCG matrix, what is the label of the horizontal axis?

- A. Industry growth rate B. Market share
C. Market growth rate D. Business strength

65. The sketch of the BCG matrix, what is the label of the vertical axis?

- A. Market growth rate B. Business strength
C. Market share D. Industry growth rate

66. According to the BCG matrix SBU comprising products in an attractive industry but representing little market share would be referred to as:

- A. A cash cow B. A star C. A dog D. A question mark

67. _____ are short-term milestones or benchmarks that organizations must achieve in order for longer term objectives are to be reached

- A. Vision B. Mission C. Plans D. Goals

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1.	C	6	B	11	C	16	D	21	D	26	D	31	D	36	D
2.	D	7	B	12	B	17	D	22	A	27	D	32	A	37	D
3.	D	8	D	13	B	18	D	23	D	28	A	33	B	38	C
4	A	9	C	14	D	19	A	24	D	29	B	34	B	39	D
5	A	10	A	15	A	20	D	25	B	30	B	35	D	40	ADE

41	B	46	B	51	A	56	D	61	A	66	D
42	ABD	47	C	52	D	57	B	62	D	67	D
43	C	48	D	53	A	58	A	63	C		
44	C	49	B	54	D	59	C	64	B		
45	ACD	50	A	55	A	60	D	65	D		

Corporate Level Strategy

1. Which of the following is a key external factors that should be taken into account by a corporate strategy?

- A. economic conditions
- B. political conditions
- C. legal environments
- D. competition

2. The term corporate strategy concerns strategy and strategic decisions

- A. In certain types of organization
- B. At all levels in an organization
- C. Developed by the senior management in an organization
- D. In the private sector only

3. What are focus strategies?

- A. Where a company focuses on achieving lower costs than its rivals so as to compete across a broad range of market segments
- B. Where a company chooses to concentrate on only one market segment or a limited range of segments
- C. When a company conducts market research through focus groups to determine how their strategy should be shaped
- D. When a company focuses on supplying differentiated products which appeal to different market segments

4. Which of the following is not a key theme in market development?

- A. Identifying new uses for existing products and services
- B. Strategic positioning
- C. Developing new products for new markets and segments

D. Identifying new markets and segments

5. Research into diversification and acquisition can be divided into 4 schools. Which of the following is not one of the schools?

A. Environmental B. Financial C. Accounting D. Economic

6. If a business is blinkered, technology shy, and 'impoverished', what does this signal?

A. A weak strategic plan B. A planning gap
C. A lack of innovation and vision D. Weak strategic leadership

7. When a company is experiencing an economic recession this is a good time to do what?

A. Reduce costs and assets B. Refocus C. Simplify D. Invest

8. Turnaround strategies involve changes at what level of strategy?

A. Corporate B. Functional C. Competitive D. All levels

9. Acquisitions often fail to deliver the successes that were predicted prior to acquisition. What is the main reason for this failure?

A. Premium price B. Poor strategic leadership C. Goodwill D. Synergy

10. Which of these is not an issue in selecting a business as a divestment candidate?

A. Current market position B. Product life-cycle
C. Alternate uses for resources D. The size of the business

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11. If an organization is to survive, which of the following is most essential?

- A. Strong financial performance
- B. Committed employees
- C. High level of service
- D. Customer retention

12. The corporate level is where top management directs:

- A. all employees for orientation
- B. its efforts to stabilize recruitment needs
- C. overall strategy for the entire organization
- D. overall sales projections

13. Value for shareholders of a firm is measured by:

- A. customer comments
- B. stock performance and profitability
- C. sales revenue
- D. satisfactory employee targets

14. Which of the following is an issue considered in developing corporate strategies?

- A. What business(es) are we in?
- B. What direction are we going?
- C. What resources do we have to implement our strategies?
- D. What businesses are we in and what to do with those businesses?

15. Which of the following statements is NOT true regarding corporate strategies?

- A. They are concerned with the broad and more long-term issues of the organization
- B. They are concerned with how the organization is going to compete in a specific business or industry
- C. They are concerned with the direction the organization is headed

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D. They are concerned with the business(es) that the organization is in and the businesses they want to be in

16. An example of a corporate strategy would involve the decision to:

- A. increase the price of the Hummer
- B. spin Taco Bell off from Pepsi
- C. combine marketing functions in the Northeast and the Southeast
- D. increase the advertising budget for Coca-Cola

17. What are core competences?

- A. Resources which critically underpin competitive advantage and that others cannot obtain
- B. Activities and processes needed to meet customers' minimum requirements and therefore to continue to exist
- C. Key skills required for success in a particular business
- D. Activities that underpin competitive advantage and are difficult for competitors to imitate or obtain

18. Which of these questions is addressed by a mission statement?

- A. What do we want to become?
- B. What is our business?
- C. How many employees must we have?
- D. Who do we want to serve?

19. Which of the following is an important reason for pursuing stability strategy?

- a. The company is doing fairly well and it is hopeful of the same in the future
- b. The feeling that sticking to the known business is always better and safe
- c. The company may not want to take the risks of growth and expansion
- d. All of the above

20. Retrenchment strategy is also known as?

- a. Offensive strategy
- b. Medium strategy
- c. DEFENSIVE STRATEGY
- d. All of the above

21. A combination strategy does not result from environmental changes.

- a. True
- b. False

22. Opportunities provide great stimulus to an urge for growth.

- a. True
- b. False

23. Which of the following is an important reason for business growth?

- a. Natural urge
- b. Survival
- c. Market Share
- d. All of the above

24. The important indicators of growth need not be positive simultaneously.

- a. True
- b. False

25. Terms such as merger mania, merger frenzy and merger _____ have been used by business magazines and dailies in India.

- a. Forever
- b. Fever
- c. Feany
- d. All of the above

26. Most of the waves of M&As occurred during _____ booms

- a. Social
- b. Political
- c. Cultural
- d. Economic

27. _____ is adding new, unrelated products or services for present customers.

- a. Concentric diversification
- b. **Horizontal diversification**
- c. Conglomerate diversification
- d. Product development

28. Which strategy would be effective when the new products have a counter cyclical sales pattern compared to an organization's present products?

- a. Forward integration
- b. Retrenchment
- c. Horizontal diversification
- d. Market penetration

29. The term 'corporate strategy' concerns strategy and strategic decisions:

- A) In certain types of organisations.
- B) At all levels in an organisation.
- C) Developed by the senior management in an organisation.
- D) In the private sector only.

30. A key characteristic of strategic decisions is:

- A) They are likely to be concerned with, or affect, the long-term direction of an organisation.
- B) They are normally definite decisions about the future of the organisation.
- C) They identify specific areas of strategic interest for the management of an organisation.
- D) They result in better organisational performance..

31. Strategic fit means:

- A) Creating opportunities by building on resources and competences.
- B) Having a balanced portfolio which meets customer requirements.
- C) Tailoring strategies to address forces in the business environment.
- D) Meeting the expectations of stakeholders.

32. The purpose of strategy is to provide:

- A) The strategic direction for an organisation in the foreseeable future.
- B) Direction and scope of an organisation over the long-term, which achieves advantage for an organisation within a changing environment to meet the needs of markets.
- C) Direction and scope of an organisation over the long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations.
- D) A set of standards which all employees in an organisation should strive to attain.

33. It is possible to identify different levels of strategy in an organization, these are:

- A) Corporate; strategic business unit; operational.
- B) Corporate and functional.
- C) Strategic and tactical.

D) Corporate and business unit.

34. Horizontal integration is concerned with

- (A) Production
- (B) Quality
- (C) Product planning
- (D) All of the above

35. It refers to formal and informal rules, regulations and procedures that complement the company structure

- (A) Strategy
- (B) Systems
- (C) Environment
- (D) All of the above

36. Micro environment is the environment of a company.

- (A) Working
- (B) Human
- (C) External
- (D) Internal

37. Techniques used in environmental appraisal are

- (A) single-variable extrapolation/multivariable interaction analysis
- (B) Structured/ unstructured expert/inexpert opinion
- (C) Dynamic modes and mapping
- (D) All of the above

38. The reasons for acquisition are

- (A) Increased market power
- (B) Increased diversification
- (C) Increased speed to market
- (D) All of the above

39. Market research is conducted by

- (A) By employees
- (B) By research agencies
- (C) By consultants
- (D) all of the above

40. Vertical integration is concerned with

- (A) supply chain
- (B) production
- (C) Quality
- (D) planning

41. _____ cost accounting measures the cost of producing and ignores the cost of non-producing

- (A) Lean
- (B) Traditional
- (C) Environmental
- (D) Throughput

42. In which of the following situations is buyer power likely to be high?

- A. Where switching costs are low
- B. Where ultimate consumer power is weak
- C. Where the buyer can threaten to compete
- D. Where a few large customers account for the majority of sales

43. Forward vertical integration occurs when suppliers are able to cut out buyers who act as intermediaries.

- A. True
- B. False

44. When identifying strategic groups, which two headings can the relevant characteristics most usefully be grouped under?

- A. Resource commitment
- B. Competitiveness
- C. Scope of activities
- D. PESTEL factors

45. What are the two constraints most likely to face organisations seeking greater market penetration?

- A. The risk of downsizing
- B. The need to consolidate market share
- C. Legal constraints
- D. Retaliation from competitors

46. In what three ways may market development take place?

- A. By focusing on new users
- This is the correct answer.
- B. By focusing on efficiency of production
 - C. By focusing on new geographies
 - D. By focusing on economies of scale

47. What term is used for corporate development beyond current products and markets, but within the capabilities or the value network of the organisation?

- A. Backward integration
- B. Related diversification
- C. Vertical integration
- D. Divergent diversification

48. Which two of the following are most likely to be sources of conglomerate value creation?

- A. Exploiting dominant logics rather than concrete operational relationships
- B. Divestment
- C. Entering markets of high risk
- D. Entering countries with underdeveloped markets

49. What is meant by diversifying through vertical or horizontal integration?

- A. Vertical integration describes either backward or forward integration into adjacent activities in the value network. Horizontal integration is development into activities that are complementary to present activities.
- B. Vertical integration is where a firm diversifies activities that are inputs into the company's current business. Horizontal integration refers to diversification into activities that are concerned with the company's outputs.
- C. Vertical integration is where a firm diversifies into activities that are competitive with or complementary to its current activities. Horizontal integration is either backward or forward integration into adjacent activities in the value network.
- D. Vertical integration is concerned with ensuring that all the activities of the organisation are well coordinated. Horizontal integration is concerned with coordination of activities with buyers and suppliers.

50. A film company and a music recording company may choose to combine, believing that the result will be more effective than the sum of the two component parts. What term is used for the benefits?

- A. Synergy
- B. Diversification
- C. Integration
- D. Consolidation

51. Diversification may create efficiency gains by applying the organisation's existing resources or capabilities to new markets, products or services. These gains are known as economies of scale.

- A. False
- B. True

52. What does conventional finance theory say about the spreading of risk for shareholders when a company diversifies?

- A. There is significant benefit, provided the diversification leads to synergy.
- B. There is little benefit to shareholders as they have already spread their risk by holding a range of shares.

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- C. There is significant benefit, provided the diversification leads to an increase in corporate parenting capabilities.
- D. There are always significant benefits from the reductions in risk.

53. Which of the following definitions explains what is meant by the corporate parent?

- A. The central head office of the organisation
- B. The founder of the business
- C. The owner or major shareholder of the corporation
- D. The levels of management above that of business units

54. Which three of the following are the key criteria that should be considered in relation to a multibusiness portfolio?

- A. Potential problems
- B. Attractiveness
- C. Balance
- D. Fit
- E. Synergy

55. A particular business unit operates in a low-growth, mature market, in which it has a large market share. What term is used in the BCG matrix for this business?

- A. Ballast
- B. Cash cow
- C. Star
- D. Harvest/divest

56. Common problems in making acquisitions work relate to:

- A. lack of cultural fit.
- B. failure to add value, inability to integrate the new company, lack of organisational learning and poor cultural fit.
- C. the two companies having different core competences.
- D. failure to add value and inability to integrate the new company.

57. Which three of the following are most likely to be motives for acquisitions and mergers?

- A. To increase capabilities
- B. To create consolidation opportunities
- C. To use existing capabilities more successfully

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D. To increase speed of entry into a rapidly changing market

58. What term is used for M&A integration in which it is implied that both the acquired firm and the acquiring firm learn the best qualities from the other?

A. Preservation B. Symbiosis C. Holding D. Absorption

59. The Royal Bank of Scotlands consortium competed with Barclays Bank to acquire the Dutch bank ABN AMRO: the Royal Bank of Scotland won, but the excessive price of 70bn (~\$98bn) soon drove the victor into financial collapse and government ownership. What term is used for this situation?

A. Winners curse B. Hubris C. Acquisition D. Excessibility

60. In the context of strategic alliances, what is meant by the term collaborative advantage?

A. The benefits of being part of a network of alliances of which an organisation is a member

B. The aim of two or more organisations in sharing resources and activities to pursue a strategy

C. The benefit of creating a new entity that is owned separately by the partners involved

D. The result of managing alliances better than competitors

61. Which of the following is not a stage that occurs when two organisations form and eventually dissolve an alliance?

A. Courtship B. Negotiation C. Storming

D. Maintenance E. Start-up F. Termination

62. Networks differ from joint ventures in that networks:

A. are arrangements whereby two or more organisations work in collaboration without creating a new formal entity, but where there is mutual advantage in doing so.

B. are based on personal relationships.

C. are arrangements whereby two or more organisations work in collaboration with the creation of a new formal entity.

D. are limited to e-commerce businesses.

63. Which of the following statements is not true reg corporate strategies?

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- A. They are concerned with the broad and more long-term issues of the organization
- B. They are concerned with how the organization is going to compete in a specific business or industry
- C. are concerned with the direction the organization is headed

64: In the case where an organisation acquires its supplier, this is an example of

- A. Horizontal integration
- B. Forwards vertical integration
- C. Backwards vertical integration
- D. None of the above

65: Thompson and strickeland say that the use of joint venture as a strategic alternative is becoming popular, because

- A. It is a more flexible and adaptable to rapidly changing technological and market conditions than a formal joint venture
- B. It can readily accommodate multiple partners
- C. It provides a favoured mechanism to take strategically important diversification opportunities
- D. All of the above

66: Match the following

List-I (Strategy) List-II (Features)

- | | |
|-------------------------|----------------------------------|
| (A) Stability | 1. Sustainable growth |
| (B) Growth | 2. Horizontal integration |
| (C) Retrenchment | 3. Liquidation |
| (D) Combination | 4. Restructuring |

A. (A) (B) (C) (D)

1 3 2 4

B. (A) (B) (C) (D)

1 2 3 4

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C.(A) (B) (C) (D)

4 3 2 1

D.(A) (B) (C) (D)

4 2 1 3

67: The guidelines for delegating authority includes

- A.** Select the key jobs and competent managers and appoint the right and competent manager as head of each unit.
- B.** Revenue-producing and results producing activities should not be subordinate to internal support or staff functions.
- C.** Activities and organisational units with a crucial role in strategy implementation process should not be subordinate to routine and non-key activities
- D.** All of the above

68: The corporate level management help each strategic business unit to define its

- A.** goal of nature
- B.** goal of production
- C.** goal of firm
- D.** scope of operation

69: Which is advantage of the merging from buyer's point of view?

- A.** To take balance in product line
- B.** To make better investment
- C.** To raise the price value of company's stock
- D.** All of the above

70: The pattern of diversification includes

- A.** Vertical diversification
- B.** Market diversification
- C.** Product diversification
- D.** All of the above

71. Selling all of a companys assets in parts for their tangible worth is called:

- A. Divestiture
- B. Concentric Diversification
- C. Liquidation
- D. Unrelated integration

72. Buying another company by one company means:

- A. Joint venture B. Acquisition C. Amalgamation D. Merger

73. The Reasons for diversification is:

- A. to reduce competition B. to increase organizational capabilities
C. to get tax advantage D. to get quick entry into a business

74. Allah group of industries is involved in the sale of its marginal business. It is most likely to say that Abdullah group is implementing which one of the following strategies?

- A. Retrenchment B. Liquidation C. Acquisition D. Join venture

75. An organisation increases its sales through greater marketing efforts, and expands its workforce and production capacity to cope with the increase in demand for its product, it is following a growth strategy in which growth is achieved through:

- A. Unrelated diversification B. Acquisition
C. Merger D. Direct expansion

76. When does horizontal integration occur?

- A. When a firm acquires or merges with a major competitor
B. When a firm acquires or merges with a an unrelated business
C. When a firm acquires or merges with a distributor
D. When a firm acquires or merges with a supplier firm

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77. Divestment is what kind of strategy?

- A. An asset-reduction strategy B. A weakness-reduction strategy
 C. A product-reduction strategy D. A cost-reduction strategy

78. In which of the following scenarios is a joint venture likely to be more attractive than acquisition?

- A. Horizontal integration B. Vertical integration
 C. New market entry D. Larger resource pool

79. The slowest way to grow a business is likely to be through:

- A. A merger B. outsourcing
 C. Internal development D. A strategic alliance

80. Which of the following is not a recognized element of corporate strategy?

- A. Competitive advantage B. Closure C. Acquisition D. Divestment

1.	D	6	D	11	C	16	B	21	B	26	D
2.	B	7	B	12	C	17	D	22	A	27	C
3.	B	8	C	13	B	18	B	23	D	28	A
4	C	9	B	14	D	19	D	24	B	29	B
5	A	10	D	15	B	20	C	25	B	30	A

31	C	36	D	41	B	46	AC	51	A	56	B
32	C	37	D	42	ACD	47	B	52	B	57	ABD
33	A	38	D	43	A	48	AD	53	D	58	B

34	A	39	D	44	D	49	A	54	BCD	59	A
35	B	40	A	45	CD	50	A	55	B	60	D

61	C	66	B	71	C	76	A		
62	A	67	D	72	D	77	A		
63	B	68	D	73	B	78	A		
64	C	69	D	74	C	79	C		
65	D	70	D	75	D	80	A		

Business Level Strategy

1. Porter's generic strategies are

- A. Low price, differentiation, focus
- B. Cost leadership, differentiation, cost focus, focus differentiation
- C. Price leadership, differentiation, focus
- D. Low cost, differentiation, focus differentiation.

2. In Porter's generic strategies model, a focus strategy involves

- A. selling a limited range of products
- B. selling to a narrow customer segment
- C. selling to one region only
- D. selling simple products that are cheap to produce

3. A question for business level strategy would be

- A. Which industries do we want to be in?
- B. How should the businesses be related?
- C. How should the business compete in its market?
- D. How should resources be shared amongst the businesses?

4. Which of the following is a force in the Porter's five forces model of industry attractiveness?

- A. opportunity for new entrants B. opportunity for substitutes
- C. bargaining power of suppliers

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D. sustainable competitive advantage for customers

5. Which of the following factors does not increase the bargaining power of a supplier?

A. Substitutability

B. Concentration of suppliers

C. A buyer is important to the supplier D. High switching costs

6. The five forces model developed by _____ has been the most commonly used analytical tool for examining competitive environment

A. Michnal E Porter B. Lewis Charter

C. Barrywell D. Schwiz

7. The first of Porters Five Forces model is the

A. Intensity of rivalry among industry competitors
entrants

B. Threats of new

C. Bargaining power of suppliers

D. Bargaining power of buyers

8. Cross-functional teams are:

A. a small group of people from the same department who work on projects together

B. a small group of people who come together to resolve business unit issues

C. a small group of specialists who collaborate on a task force

D. a small group of people from different departments who are mutually accountable to a common set of performance goals

9. The business unit strategy has three major components:

A. mission, business, and SBU goals

B. marketing, advertising and pricing objectives

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C. mission, business unit goals, and competencies

D. business mission, department mission, and daily plans

10. Disney is in the business of:

A. theme parks or movies B. creating entertainment, fun and fantasy

C. building theme parks D. designing new imaginative characters

11. A company's ability to meet its short-term financial obligations is measured by which of the following categories?

A. liquidity ratios B. profitability ratios

C. activity ratios D. leverage ratios

12. Peter Drucker observes “ that business purpose and business mission are so rarely given adequate thought is perhaps the most important single cause of business failure”.

a) True

b) False

13. Which of the following is a common entry barrier?

- a. Government policy
- b. Economics on scale
- c. Cost disadvantages
- d. All of the above

14. Which of the following is a factor which influences the intensity of rivalry?

- a. The volume of purchase relative to the total sale of the seller
- b. The importance of the product to the buyer in terms of the total cost
- c. Number of firms and their relative market share
- d. Switching costs

15. For several industries, buyers are potential competitors.

- a. True
- b. False

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16. All of these, except _____, are part of Porter's competitive forces in industry analysis. Strategic Management

- a. potential entry of new competitors
- b. bargaining power of suppliers
- C. development of substitute products
- d. bargaining power of union

17. Job titles that refer to strategists include which of the following?

- a. External audit
- b. Owner, entrepreneur, executive director, and accountant
- c. Chief executive officer, salesman, dean, and lawyer
- d. Owner, dean, president, and executive director

18. Relative deficiency or superiority is important information in performing which activity?

- a. External audit
- b. Allocating resources
- c. Internal audit
- d. Evaluating strategies

19. How often should strategic-management activities be performed?

- a. Annually
- b. Quarterly
- c. Monthly
- d. Continuously

20. Who is most responsible for developing, communicating, and enforcing the code of business ethics for a firm?

- a. Strategists
- b. Line managers
- c. Staff managers
- d. All managers

21. What is the key benefit of identifying the organisations SBUs?

- A. It helps the development of business-level strategies.
- B. It makes financial control easier.
- C. It prevents a focus solely on market-based criteria.
- D. It decreases the complexity of the organisations structures.

22. Which of the following are generally used when identifying SBUs?

- A. Market-based criteria
- B. Structurally-based criteria
- C. Capabilities-based criteria
- D. Finance-based criteria

23. What is meant by focused differentiation?

- A. Providing a high perceived value service or product to a selected market segment that justifies a substantial price premium

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- B. Simultaneously seeking to achieve differentiation and a price lower than that of competitors
- C. Concentrating on a particular feature of a product or service to achieve differentiation
- D. Concentrating on differentiation as the primary means of achieving competitive advantage

24. A differentiation strategy is defined as:

- A. the provision of products or services that offer benefits different from those of competitors and that are widely valued by buyers.
- B. the innovation of products or services greater than the competition.
- C. higher quality products or services than those of competitors.
- D. the provision of different products or services that draw upon competences or resources which competitors do not have.

25. How might an organisation sustain and win a price war?

- A. By cross-subsidising one business from another
- B. By having deeper pockets to fund short- to medium-term losses
- C. By having a lower cost structure
- D. All of the above

26. Which of the following are key principles for successful competition in hypercompetitive conditions?

- A. Misleading the competition
- B. Maintaining constant strategies
- C. Developing new bases of success
- D. Making a series of small moves (rather than big moves)

This is the correct answer.

- E. Being unpredictable

27. Which one of the following best explains the aim of collaboration?

- A. To achieve advantage
- B. To avoid competition
- C. Neither to achieve advantage nor to avoid competition
- D. To achieve advantage or avoid competition

28. Which of the following could be major benefits for a seller that collaborates with a major customer in a technological industry such as aerospace or car manufacturing?

- A. It may enable joint research and development

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- B. Increased seller power
- C. It increases the buyers power
- D. It enables the customer to increase barriers to entry

29. Many governments have promoted, or required, collaboration between buyers of pharmaceuticals and centralised government drug-specifying agencies. What is the outcome of these moves?

- A. Greater sensitivity to end-user requirements
- B. Increased selling power
- C. Increased buyer power
- D. Greater barriers to entry

30. What are the two key assumptions in understanding competitive dynamics in terms of game theory?

- A. Competitors may opt to follow game rules of their own choosing.
- B. Competitors are in an interdependent relationship.
- C. Competitors approach business as though it was a game, so do not always behave rationally.
- D. Competitors will behave rationally in trying to win their own benefit.

31. Based on the two basic assumptions of game theory, which two principles guide the development of successful competitive strategies?

- A. Think forwards and reason backwards
- B. Analyse forwards and think backwards
- C. Get in the mind of the competitors
- D. Assume that your competitor cannot get in your mind

32. Consider the example of a company that is always battling on the basis of price, but realises that with its cost structure it cannot hope to compete effectively. What, according to game theory, should it do?

- A. Change the rules
- B. Avoid all collaboration
- C. Continue with current strategies, knowing that the competition will act irrationally
- D. Continue with its current strategies

33. Strategic business units

- A. Are found in one-business organisations

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B. Carry out strategies assigned by the CEO

C. Develop their own unique way of competing

D. Implement the marketing function's strategic planning and management decisions

34. A company offers unique products that are widely valued by customers, it is likely to follow a:

A. Differentiation strategy B. Combination strategy

C. Focus strategy

D. Cost-leadership strategy

35. Which of the following is not one of Porters five competitive forces?

A. Bargaining power of suppliers

B. Threats of new entrants and barriers to entry

C. Threats of technological advances

D. Threats of substitutes

1.	B	6	A	11	A	16	D	21	A	26	ACDE	31	AC
2.	B	7	B	12	A	17	D	22	AC	27	D	32	A
3.	C	8	D	13	D	18	C	23	A	28	AB	33	C
4.	C	9	C	14	C	19	D	24	A	29	C	34	A
5.	C	10	B	15	A	20	A	25	D	30	BD	35	C

Functional Level Strategy

1. Which one of the following would not be considered a functional strategy?

- A. Financial B. Marketing C. Product-market D. Operations

2. Functional level strategy directly supports

- A. corporate strategy B. business strategy
C. differentiation strategy D. focus strategy

3. A marketing department that promises delivery quicker than the production department's ability to produce is an example of a lack of understanding of the

- A) synergy of the business units.
B) need to maintain the reputation of the company.
C) organizational culture and leadership.
D) interrelationships among functional areas and firm strategies.

4. XYZ Corp. is centering on the objective of low-cost, high quality, on-time production by curtailing idle productive facilities and workers.

The XYZ Corp. is taking advantage of a _____ system.

- A) Just-In-Time (JIT)
B) Last In, First Out (LIFO)
C) First In, First Out (FIFO)
D) Highly mechanized

5. Which of the following lists is comprised of support activities:

- A) human resource management, information systems, procurement, and firm infrastructure
B) customer service, information systems, technology development, and procurement
C) human resource management, technology development, customer service, and procurement
D) human resource management, customer service, marketing and sales, and operations

6. Although firm infrastructure is quite frequently viewed only as overhead expense, it can become a source of competitive advantage.

Examples include all of the following except:

- A) negotiating and maintaining ongoing relations with regulatory bodies.
B) marketing expertise increasing a firm's revenues and enabling it to enter

new markets.

C) effective information systems contributing significantly to a firm's overall cost leadership strategy.

D) top management providing a key role in collaborating with important customers.

7. The competencies or skills that a firm employs to transform inputs into outputs are:

A) tangible resources.

B) intangible resources.

C) organizational capabilities.

D) reputational resources.

8. An array of firm resources include interpersonal relations among managers in the firm, its culture, and its reputation with its customers and suppliers. Such competitive advantages are based upon

A) physical uniqueness.

B) path dependency.

C) social complexity.

D) tangible resources.

9. A company's ability to meet its short-term financial obligations is measured by which of the following categories?

A) liquidity ratios

B) profitability ratios

C) activity ratios

D) leverage ratios

10. The "balanced scorecard" supplies top managers with a _____ view of the business.

A) long-term financial

B) detailed and complex

C) simple and routine

D) fast but comprehensive

11. Which of the following is NOT an influence on organisational purposes?

A) Minor stakeholders.

B) Business ethics.

C) Corporate governance.

D) The organisational mission.

12. The governance framework determines:

A) Whom the organisation is there to serve.

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- B) Whom the organisation is there to serve and how the purposes and priorities of the organisation should be decided.
- C) The legal framework for the administration of the organisation.
- D) The regulatory framework in which the organisation operates.

13. Financial environment is concerned with

- (A) demand & supply of money
- (B) capital markets
- (C) both 'A' and 'B'
- (D) None of the above

14. Harvest strategy is used for

- (A) Dogs
- (B) Question marks
- (C) both 'A' and 'B'
- (D) none of the above

15. Type(s) important managerial skill(s) required for the effective strategic management

- (A) Conceptual skill
- (B) Human skill
- (C) Intellectual skill
- (D) all of the above

16. Factors encouraging joint ventures are

- (A) Uneconomical separate existence
- (B) Risk of business gets shared
- (C) Sharing competence of each other
- (D) All of the above

17. _____ is the drive to achieve beyond one's expectations.

- (A) Motivation
- (B) Training
- (C) Development programme
- (D) All of the above

18: Which is the functional area of Strategic Management?

A. Production or Operations

B. Finance

C. Marketing

D. All of the above

19: _____ system is basically one of private enterprise in which decisions about what and how much to produce are left to discretion of owners and managers

A. Political System

B. Capitalistic Economic System

C. Economic System

D. Legal System

20: Producing a _____ reduces the quantity of defects product

A. Cost of Sales

B. Cost of Production

C. Advantage of Profit

D. Quality of Product

21: _____ is the managerial process of developing and maintaining a viable fit between the organisation's objectives, skills and resources and its changing market opportunities.

A. Cost

B. Product Oriented Strategic Planning

C. Product

D. All of the above

22: Which is the strategic disadvantage of Product Organisation Structure?

A. Results in duplication of equipment and personal

B. Involves difficulty in allocating over-heads

C. Result in inconsistent decisions from one department to another

D. All of the above

1.	C	6.	B	11.	D	16.	D	21.	D
2.	B	7.	C	12.	B	17.	A	22.	D
3.	D	8.	C	13.	C	18.	D		
4.	A	9.	A	14.	C	19.	B		
5.	A	10.	D	15.	D	20.	D		

CHAPTER 7 & 8- STRATEGY IMPLEMENTATION

1- Which of these is not a reason for why employees resist the implementation of strategic changes?

- A. Anxiety regarding jobs
- B. Lack of necessary strategic resources
- C. Lack of knowledge
- D. Poor strategic leadership

2. What is likely to be the effect of a logical corporate strategy but poor strategy implementation.

- A. Strategic weaknesses and underachievement
- B. Fragmented performance through strategic and structural flaws
- C. Structural and stylistic flaws
- D. Effectiveness but little efficiency

3. What term best describes the use of both financial and non-financial measures in assessing whether an entity has achieved its objectives?

- A. Balanced scorecard
- B. Benchmarking
- C. Performance measurement
- D. Target setting

4. _____ is any sharp disagreement or collision of interests and ideas.

- A. Issues management
- B. Conflict positioning
- C. A conflict
- D. A crisis

5. _____ takes place in the recovery phase of strategic conflict management

- A. Conflict positioning
- B. Reputation management
- C. Risk communication
- D. Issues tracking

6. Best in Class Benchmarking seeks to assess organisational performance against:

- A. The nearest geographical competitor
- B. The competitor who is 'best in class' wherever that may be
- C. The competitor who is the best in the industry
- D. The nearest principal competitor

7. Strategy-implementation activities include

- A. conducting research
- B. measuring performance
- C. preparing a TOWS matrix
- D. establishing annual objectives

8. Conducting research, integrating intuition with analysis, and making decisions are all _____ activities.

- A. strategy-formulation
- B. strategy-implementation
- C. long-range planning
- D. short-range planning

9. The average employee performance bonus is _____ percent of pay for individual performance, _____ percent of pay for group productivity, and _____ percent of pay for company-wide profitability.

- a. 10.5; 5.5; 2.8
- b. **6.8; 5.5; 6.4**
- c. 10.8; 8.5; 12.4
- d. 15.4; 12.4; 10.4

10. Strategy-implementation activities include

- a. conducting research.
- b. measuring performance.
- c. preparing a TOWS matrix.
- d. establishing annual objectives.

11. In a large organization, strategic management activities occur at what level(s)?

- a. Corporate and divisional only
- b. Divisional
- c. Strategic business unit only
- d. Functional, divisional, and corporate

12. Conducting research, integrating intuition with analysis, and making decisions are all _____ activities.

- a. strategy-formulation
- b. strategy-implementation
- c. long-range planning
- d. short-range planning

13. Which of these questions is addressed by a mission statement?

- a. What do we want to become?
- b. What is our business?
- c. How many employees must we have?
- d. Who do we want to serve?

14. Internal strengths and weaknesses are usually

- a. the major cause of organizational demise or success.
- b. controllable activities within an organization.
- c. most important for CEOs and the board of directors.
- d. not as important as external opportunities and threats.

15. It enables the strategists to take corrective action at the right time

- (A) Implementation control
- (B) Special alert control
- (C) Strategic Surveillance control
- (D) Premise control

16. Like roots of a tree, _____ of organization is hidden from direct view.

- (A) Performance
- (B) Strategy
- (C) Core competence
- (D) All of the above

17. Changes in company also necessitates changes in the systems in various degrees

- (A) structure
- (B) system
- (C) strategy
- (D) turnover

18. The actual performance deviates positively over the budgeted performance. This is an indication of performance.

- (A) superior
- (B) inferior
- (C) constant
- (D) any of the above

19 Criteria for making an evaluation is (are)

- (A) Consistency with goals
- (B) Consistency with environment
- (C) Money
- (D) All of the above

20. **The of any organization is “the aggregate of all conditions, events and influences that surround and affect it.”**

- (A) system
- (B) environment
- (C) structure
- (D) strategy

21. **Strategic management is mainly the responsibility of**

- (A) Lower management
- (B) Middle management
- (C) Top management
- (D) All of the above

22. **The major issue(s) of appraisal system is (are)**

- (A) Factors of appraisal
- (B) Relevance of appraisal
- (C) Procedure of appraisal
- (D) All of the above

23. **They have time based utility**

- (A) Goals
- (B) Resources
- (C) both 'A' and 'B'
- (D) None of the above

24. **Formal systems are adopted to bring _____ & amalgamation of decentralized units into product groups.**

- (A) Manpower
- (B) Co-ordination
- (C) Production
- (D) All of the above

25. **Change in company's gives rise to problems necessitating a new to be made**

- (A) structure, strategy
- (B) strategy, structure
- (C) structure, structure
- (D) strategy, strategy

26. **Systems are formal and informal rules and regulations that complement the company**

- (A) strategy
- (B) structure

- (C) system
- (D) environment

27. Benchmarking is

- (A) Historical analysis
- (B) Competitive analysis
- (C) Re-engineering
- (D) All of the above

28. A major part of strategy implementation is

- (A) Planning
- (B) Communication
- (C) Resource allocation
- (D) Monitoring

29. The purpose of a SWOT analysis is to analyse:

- A. the strategic capability of an organisation.
- B. external and internal environments.
- C. the business environment and the strategic capability of an organisation relative to its competitors.
- D. the business environment in which an organisation operates.

30. Best-in-class benchmarking seeks to assess organisational performance against:

- A. the competitor who is best in class wherever that may be.
- B. the nearest geographical competitor.
- C. the nearest principal competitor.
- D. the competitor who is the best in the industry.

31. Analysis suggests that a company could find a strategy that gains market share for advantage, and that exploits its superior resources and competences. The organisational culture suggests that it should stick to what it knows best. What strategy would you suggest?

- A. Diversification B. Retrenchment
- C. Market penetration D. Market development

32. Analysis suggests that a company's existing markets are saturated. The company wants to exploit its strategic capabilities in new arenas and satisfy its stakeholders by making rapid growth. What strategy would you suggest?

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- A. Retrenchment
- B. Market development
- C. Diversification
- D. Market penetration

33. If managers use their judgement when applying the techniques, the criteria of suitability, acceptability and feasibility will identify the best strategy.

- A. True
- B. False

34. What is most often the limitation when assessing return using cost-benefit analysis?

- A. Difficulty in quantification
- B. Clear identification of the key stakeholders
- C. Difficulties in establishing the timescales to be applied
- D. Identifying objectives of the strategy

35. Profitability analyses for assessing the acceptability of a strategy include:

- A. return on capital employed (ROCE); ratio analysis; and funds flow analysis.
- B. return on capital employed (ROCE); payback period; and discounted cashflow (DCF).
- C. payback period; discounted cashflow; and decision trees.
- D. ranking; decision trees; and scenarios.

36. Acceptability assessment concerns:

- A. the strategic fit of the strategy to the future trends and changes in the environment.
- B. the resources and competences required to implement the strategy.
- C. the expected performance outcomes, such as risk, return and stakeholder reactions, if a strategy is implemented.
- D. the stakeholder reaction to a strategy.

37. One of the top level manager of a large manufacturing plant uses to spend her day trying to ensure that the material waste is not more than 10%,

she spends her day performing the management process of:

- A. Planning B. Organizing C. Leading D. Controlling

38. Which of the following requires a firm to establish annual objectives, devise, policies, motivates employees and allocate resources for the execution of strategies?

- A. Strategy formulation B. Strategy evaluation
C. Strategy implementation D. Strategy estimation

39: Match the following

List-I (Thinkers)

List-II (Contributions)

- (A) Charles, W. Hofer & Dan E. Schendel
(B) Hofer, Murray & Pitts
(C) Alfred, D. Chandler
(D) Melvin, J. Stanford

1. Strategic Management
2. Management Policy
3. Strategy and Structure
4. Business Policy
5. Strategy Formulation :

Analytical Concept

A.(A) (B) (C) (D)

3 1 2 4

B.(A) (B) (C) (D)

1 2 3 4

C.(A) (B) (C) (D)

1 3 2 4

D.(A) (B) (C) (D)

5 1 3 2

40: The strategy evaluation factors include

- A. Contributory Relationships
- B. MVC-Host Country Relationships
- C. Financial Measures
- D. All of the above

41: _____ is a tool used to establish processes, costs and performance indicator and to compare them against identical organisations with the objectives of identifying and progressing towards 'best practice and best value' through continuous improvement.

- A. Cash Flow
- B. Fund Flow
- C. Strategic Management
- D. Bench Marking

42. Internal audit is done:

- A. Before external audit
- B. After external audit
- C. Parallel to external audit
- D. Vertical to external audit

43. Industry/sector benchmarking compares:

- A. Organisational performance between firms/public sector organisations in different industries or sectors
- B. Organisational performance between firms/public sector organisations in the same industry or sector
- C. Organisational performance between firms/public sector organisations in different countries
- D. Organisational performance between different divisions of the firm

1	B	2	C		3	C	4	C	5	B
6	B	7	D		8	A	9	B	10	D
11	D	12	A		13	B	14	B	15	D

16	C	21	C	26	B	31	C	36	C	41	D
17	B	22	D	27	B	32	B	37	D	42	C
18	A	23	C	28	C	33	A	38	C	43	B
19	D	24	B	29	C	34	B	39	D		
20	B	25	B	30	A	35	C	40	A		

MIX MCQ

1. Select the statement that best applies to emergent strategies. Emergent strategy...

- A. implies an ability to react to events
- B. implies strategizing
- C. implies no deviation from plans
- D. implies constant evaluation of the bigger picture

2. Which of the following is not a way in which organizations can behave more ethically and socially responsibly?

- A. By avoiding discrimination and improving working conditions
- B. By lowering prices to their targeted market, to stimulate demand and increasing profit by increases in productivity to meet customer demands
- C. By ensuring product safety
- D. By avoiding pollution and safely disposing of waste

3: Which is alternatives objectives of SBUs as per Kotler?

- A. Build B. Harvest C. Hold D. All of these

4: Which is the member of 'APEC' forum?

- A. New Zealand B. China C. Malaysia D. All of these

5: Match the following

List-I (Thinkers) List-II (Ideas)

- | | |
|--------------------------|--|
| (A) P. F. Drucker | 1. Strategic Management |
| (B) Hosmer | 2. Strategies for Change |
| (C) Andrews | 3. The Concept of Corporate Strategy |
| (D) Quinn | 4. Management: Tasks, Responsibilities Practice |
| | 5. Change |

A.(A) (B) (C) (D)

3 1 4 2

B.(A) (B) (C) (D)

1 2 3 4

C.(A) (B) (C) (D)

1 3 2 4

D.(A) (B) (C) (D)

4 1 3 2

6: Which statement is true?

- A.** Operating goals clear that which element is significant as result-oriented or qualitative
- B.** Official goals and operating goals both are different
- C.** Operating goals express that what is an organisation exactly trying to do
- D.** All of the above

7: Cultural values would be part of which of the following factor in macro environment?

- A.** Economic
- B.** Natural
- C.** Social
- D.** Ecological

8: Who says that "management objectives is the specific and expected goals which determines a manager's area and give suggestion for direct to his efforts."

- A.** Glueck and Jauch
- B.** Thompson and Strickland
- C.** G. R. Terry
- D.** None of these

9: Which statement is true

- A.** Effective goals are related to the important features of job
- B.** Feedback arrangement with revaluation is also an effective goal
- C.** The goal improves organisational and personal execution, clearly tells about reason for increment in control
- D.** All of the above

10: The average employee performance bonus is _____ percent of pay for individual performance, _____ percent of pay for group productivity, and _____ percent of pay for company-wide profitability.

- A. 10.5; 5.5; 2.8
- B. 6.8; 5.5; 6.4
- C. 10.8; 8.5; 12.4
- D. 15.4; 12.4; 10.4

11: Approaches to organisational change includes

- A. Protecting employees interests
- B. Encourage team work
- C. Employee Participation in decision-making relating the changes.
- D. All of the above

12: 'Reputation' in the context of an organisation's resources can provide competitive advantage because

- A. It is difficult to copy
- B. It is based on word-of-mouth
- C. It is a threshold resource
- D. It is explicit

13: Organisational Capability includes

- A. Managerial Experience
- B. Strategic Planning and Management System
- C. Superior Information
- D. All of the above

ANS. D

14: Which statement is true?

- A. A budget is a statement of expected results expressed in numeric terms
- B. Budgets may be variable budgets and flexible budgets
- C. Budgetary planning is accurate, detailed and clear
- D. All of the above

15. When an industry relies heavily on government contracts, which forecasts can be the most important part of an external audit

- A. Economic B. Competitive C. Political D. Multinational

16. What are the guides to decision making?

- A. Rules B. Procedures C. Goals D. Policies

17. In strategic thinking, how long is the long term, approximately?

- A. 1 month to 1 year B. 2 to 3 years
C. 3 to 5 years D. More than 5 years

18. Low cost, Differentiation and Focus are examples of

- A. Corporate strategies B. Operational strategies
C. Business strategies D. Functional strategies

19. The word tactics is most likely to be associated with

- A. Business strategy B. Corporate strategy
C. Operational strategy D. All of the above

20. From the following activity which does not comes under the primary activities of value Chain analysis:

- A. operations B. Technology development
C. Marketing and sales D. Services

21. Buyers' market exist when:

- A. few suppliers in the market

- B. buyers purchases in small volume
- C. buyers purchases in large volume
- D. product of suppliers are unique and differentiated

22. All of the following are key opportunities and threats in external environment because of political, government and legal forces except:

- A. Tax rate
- B. Social security program
- C. Cross boarder relationship
- D. Patent law

23. Bargaining power of customers is high if:

- A. Differentiation of competitors product is low
- B. Switching costs are low for substitute products
- C. The buyer has little information about the market
- D. The buyer requires a high quality product for own production

24. The magnitude and changes that may affect an organization is survival owing to all of the following except:

- A. Merger-mania
- B. Demographics
- C. E-commerce
- D. Dubious firms

25. Which type of trend can be exemplified by the increasing numbers of two income households in a society?

- A. Solid
- B. Economic
- C. Cultural
- D. Technological

26. The primary benefit brought from restructuring is:

- A. employee involvement B. cost reduction C. increased morale
D. increased number and organizational hierarchy

27. Technological advancements can create which of the following advantage besides many other existing powerful advantages for the businesses?

- A. Economic B. Social C. Environmental D. Competitive

28. Which strategies aim at improving internal weakness by taking advantage of external opportunities?

- A. SO B. WO C. SW D. ST

29. What is the purpose of an activity map?

- A. A system to facilitate better time-planning
B. It is used in business process reengineering to show how the different activities of an organisation are linked together
C. It is used to identify and understand strategic capability by mapping how the different activities of an organisation are linked together
D. A list of activities undertaken by an organisation
D. They are concerned with the business that the organization is in and the businesses they want to be in

30. Which would be classified as a stakeholder?

- A. Communities B. Banks
C. Suppliers D. Communities Banks Suppliers

31. the following are considered grand strategies, except for:

- A. A retrenchment strategy
- B. Strategic business units
- C. A growth strategy
- D. Related diversification

32. Retrenchment is:

- A. When a company experiences declining profits and makes cutbacks to improve efficiency
- B. When a company adopts a new strategic position for a product or service
- C. The sale of the complete business, either as a single going concern or piecemeal to different buyers or sometimes by auctioning the assets
- D. ely to take place when an organization lacks a key success factor for a particular market

33. Sustained survival implies

- A. that a turnaround is achieved but there is little further growth
- B. that a turnaround is achieved and there is potential for further growth
- C. that a turnaround is achieved and there is a clear opportunity to employ a new growth strategy
- D. that a turnaround is achieved and it is appropriate to diversify soon

34. Corporate governance is concerned with:

- A. Executive remuneration, disclosure of information, auditing and accounting procedures, and organizations' management structures
- B. Elections to the board of directors
- C. Relationships with national governments
- D. Corporate-level strategy

35. A joint venture can be defined as:

- A. Two firms collaborate together on a specific project
- B. One firm licenses its intellectual property to another firm
- C. Two firms merge together
- D. Two firms come together to form a third, legally separate firm

36. _____ refers to the purposes an organization strives to achieve

- A. Strategic Intent
- B. Strategic Formulation
- C. Strategic Implementation
- D. Strategic Control

37. _____ strategy may require a firm to redefine its business and may involve divestment of a major product line or an SBU, abandon some markets or reduce its functions

- A. Expansion Strategy
- B. Retrenchment Strategy
- C. Combination Strategy
- D. Stability Strategy

38. Which of the following statements is false? Formal strategic planning

- A. implies determined actions for achieving objectives
- B. is a time consuming process
- C. should develop clear and rigid plans for the organization to implement
- D. is most applicable in stable environments

39. _____ strategy is often considered as entrepreneurial strategy where firm develops and introduce new products and markets or penetrate markets to build share

- A. Expansion Strategy B. Retrenchment Strategy
C. Combination Strategy D. Stability Strategy

40. Which of the following statements best describes the concept of strategic awareness?

- A. Managers understanding of the organizations history, competencies, and current strategy
B. Managers understanding of current strategy and its effectiveness
C. Managers understanding of the strategic options available to the organization
D. Managers understanding the organizations strategy, its effectiveness

41. Which of the following is associated with successful strategies?

- A. Creating superior value to customers B. Exploitation of key success factors
C. Creating and maintaining strategic fit
D. All of the above

42. What is the recommended length of an effective mission statement?

- A. One page B. Less than 200 words C. One sentence of 10 to 20 words
D. There is no recommendation It can be as long as the management wants

43. Which type of strategies are of particular importance to global companies?

- A. Corporate B. Functional
C. Competitive D. Corporate and competitive

44. Two reasons for mergers and acquisitions are

- A. to increase managerial staff and to minimize economies of scale
B. to reduce tax obligations and increase managerial staff
C. to create seasonal trends in sales and to make better use of a new sales force
D. to provide improved capacity utilization and to gain new technology

45. SM process starts with

- a) formulation b) Implementation

46. The primary/fundamental function of management is :

- a) Planning, c) Organization
b) Controlling, d) Direction,

47. The father of modern management theory is :

- a) W.F. Taylor, c) Koontz O Donnel
b) Henri Fayol d) Samulson.

48. POSDCORB was coined using the initial letters of management function by :

- a) Koontz O'Donnel c) Peter F. Drucker,
b) Luther Gulick d) Henry Mintzberg.

49. Delegation is must for _____

- a) Centralization c) Organization
b) Decentralization d) Controlling.

50. Which functions as comprising human relationship in group activity.

- a) Planning, c) Organization

- b) Controlling
d) Directing.
51. Delegation of authority and placing of responsibility to the executives of the department for carrying out the assigned activities is an important step of :
- a) Planning, c) Directing
b) Organizing d) Controlling.
52. _____ can be defined as collection of people and co-ordination of their activities of the enterprise :
- a) Directing c) Organizing
b) Controlling d) Planning.
53. Organization is based on the principal of _____.
- a) Decision making c) Developing Relationships
b) Division of Work d) Group Efforts.
54. _____ means a large-part of decision making and authority is withhold at higher positions in the management hierarchy.
- a) Decentralization c) Delegation
b) Centralization d) Both a) and b).
55. The Organization can sustain without _____ but not without _____
- a) Centralization, Decentralization,
b) Delegation, Authority,
c) Centralization, Decision making
d) Decentralization, Delegation.
56. Which of the following is not a factor determining degree of Decentralization ?
- a) Control Techniques c) Management Attitude
b) Size of the Enterprises d) Allotment of Duties.
57. _____ regards informal organization as the network of personal and social relationships which is not established or required by formal organization.
- a) Keith Davis c) Kasts and Resenzweing
b) Barnard d) Larry E. Greiner.
58. The right to give orders and exact obedience is :
- a) Authority c) Accountability
b) Responsibility d) Authority – Power Continuum.
59. Management is originated from the greek word :

- a) Kiyo
- b) Nomos
- c) Oikeu
- d) None of the above.

60. anagement is a _____ and _____ science.
- a) Exact & disciplinary
 - b) Inexact and inter disciplinary
 - c) Exact and social
 - d) None of the above.

61. Management is an art because it involves _____ and _____.
- a) Experience and intelligence
 - b) Creativity and personalization
 - c) Skills and knowledge
 - d) None of the above.

62. Management as a profession satisfies all the tests. True or false ?
- a) True
 - b) Partly True / Partly False
 - c) False
 - d) None of the above.

63. _____ function calls for properly motivating, communicating, leading & supervising the subordinates.
- a) Staffing
 - b) Direction
 - c) Orginasing
 - d) Controlling.

64. True or false : If co-operation exists, co-ordination with automatically follow :
- a) True
 - b) False
 - c) Partly True
 - d) Partly False.

65. Co-ordination is achieved through understanding of _____ relationships.
- a) Interpersonal, (horizontal)
 - b) Vertical
 - c) Hierarical
 - d) None of the above.

66. _____ is the father of 'scientific management'.
- a) Henry Fayol
 - b) Frederich Taylor
 - c) Luther Guich
 - d) Nowmann & Summer.

67. Authority and responsibility are _____.
- a) Co-extensive
 - b) Mutually exclusive
 - c) Complimentary to each other
 - d) None of the above.

68. Management is affected by and in turn affects the system in which it operates. Thus, it is a _____ system.

- a) Closed
- b) Open
- c) Neither closed nor open
- d) Notice of the above.

69. Entrepreneur's, role of a disturbance handler, allocator of resources & negotiator's role are the _____ roles that the manager has to perform.

- a) primary
- b) secondary

70. Functions of administration are _____ & _____.

- a) Executive & Governing
- b) Policy making & implementation
- c) Legislative & determinative.
- d) Sustaining & controlling.

71. Managerial skills are classified as _____ & _____ by Katz.

- a) Technical, human & conceptual.
- b) Communication, administrative & leadership.
- c) Conceptual, technical & leadership.

72. _____ is deciding in advance the course of action to be followed.

- a) Organising
- b) Direction
- c) Controlling.
- d) Planning.

73. _____ represents the end point of planning :

- a) Goals
- b) Strategies
- c) Objectives
- d) None of the above.

74. _____ have changes in perception & branding as their primary goal.

- a) Marketing Plans
- b) Operational Plans
- c) Strategic Plans
- d) Business Plans.

1	A	6	D	11	D	16	D	21	C	26	B	31	B
2	B	7	C	12	A	17	D	22	B	27	D	32	A
3	D	8	C	13	D	18	C	23	A	28	B	33	A
4	D	9	D	14	D	19	C	24	D	29	C	34	A

5	D	10	B	15	C	20	B	25	B	30	D	35	D
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36	A	41	D	45	A	50	c	55	d
37	B	42	D	46	A	51	b	56	d
38	C	43	D	47	b	52	c	57	a
39	A	44	D	48	b	53	b	58	a
40	D	45	A	49	b	54	b	59	B

60	B	65	A	70	A				
61	B	66	B	71	B				
62	C	67	A	72	D				
63	D	68	B	73	C				
64	B	69	A	74	A				