



1. Ever Grand Group is a diversified company active in a wide range of business lines, including Financial Services, Fertilizers, Information Technology enabled Services (ITeS), FMCG and Real Estate. The Board of Directors understand the need of the hour and are determined to further develop the ITeS business, whereby they want better allocation of human resources and provision of industry-best customer services. To achieve the same, they have suggested implementation of specific business strategies but the managers are facing difficulties in allocating the responsibility for implementation of the business strategy amongst them. You being a management expert, indicate the appropriate persons responsible for translating general statements and business strategies pertaining to the ITeS Strategic Business Unit (SBU) and ensure a smooth implantation.
  - (a) Corporate level managers
  - (b) Functional level managers
  - (c) General level managers
  - (d) Business level managers
2. BBL Bank had strategically decided to setup a separate office in Mumbai back in 2016, specifically to invest in crypto currencies and in development of robust blockchain facilities. Which importance of strategic management did BBL Bank made use of?
  - (a) Gives direction to the management of the company.
  - (b) Helps to be proactive instead of being reactive.
  - (c) Provides a framework for all major future decisions.
  - (d) Supports development of new SBUs like in this case separate office for Blockchain.
3. Drishti Care is a not-for profit eye hospital and research centre. Which one of the following statements is likely to relate to Drishti Care's vision, rather than its mission statement?
  - (a) Drishti Care places patient care before all else
  - (b) Drishti Care will be the global leader in cutting edge eye surgery
  - (c) Drishti Care offers the highest level of patient care throughout country
  - (d) Drishti Care consultants strive to continually improve surgical techniques
4. Which one of the following cannot be considered as a part of proactive approach in strategy?
  - (a) Planned strategy
  - (b) Deliberate management design
  - (c) Forecast about future market condition
  - (d) Adaptive reactions to changing circumstances
5. Which statement should be created first and foremost?
  - (a) Strategy
  - (b) Vision
  - (c) Objectives
  - (d) Mission
6. What involves formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives?
  - (a) Strategy formulation
  - (b) Strategy evaluation
  - (c) Strategy implementation
  - (d) Strategic management



7. Strategy is -
- (a) Proactive in action
  - (b) Reactive in action
  - (c) A blend of proactive and reactive actions
  - (d) None of the above
8. Which of the following managers' role is to translate the general statements/ strategies into concrete strategies of their individual businesses
- (a) Supervisor
  - (b) Functional Manager
  - (c) CEO of the company
  - (d) All of the above
9. A Ltd. has recently decided to install a new IT system to improve the efficiency of its payroll function. A ltd. believes this will reduce the cost of running the payroll system by 20% Which one of the following levels of strategy is the above IT system most closely linked to?
- (a) Corporate level
  - (b) Functional level
  - (c) Business level
  - (d) Strategic level
10. Which of the following is correct?
- (a) Strategy is always pragmatic and not flexible
  - (b) Strategy is not always perfect, flawless and optimal
  - (c) Strategy is always perfect, flawless and optimal
  - (d) Strategy is always flexible but not pragmatic
11. Meba Ltd. had a huge capacity of 40,000 Kilo Litres production of Kerosene Oil, and they were able to achieve 90% of it almost always, while the teams were also aware that they can achieve 100% capacity with very less efforts, but always kept margins. Further, the business team was planning to setup two more plants of 20,000 Kilo Litre capacity each in the next five years. This was a welcomed move from state governments as well. From the above, which of the following aspects of the objective has not been given much importance?
- (a) They should be clear and quantifiable
  - (b) They should be concise
  - (c) They should be challenging
  - (d) They should provide standard for comparative appraisal
12. Mr. Parek sharing with his friend in an informal discussion that he has to move very cautiously in his organization as the decisions taken by him have organisation wide impact and involve large commitments of resources. He also said that his decisions decide the future of his organisation. Where will you place Mr. Parek in the organizational hierarchy?
- (a) Middle Level
  - (b) Low Level
  - (c) Top Level
  - (d) None of the above

13. 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
14. Formulation of strategies and their implementation in a strategic management process is undertaken by
  - (a) Top level executives
  - (b) Middle level executives
  - (c) Lower level executives
  - (d) All of the above
15. Reactive strategy can also be termed as
  - (a) Planned strategy
  - (b) Adaptive strategy
  - (c) Sound strategy
  - (d) Dynamic strategy
16. The statement “where we want to go “denotes company
  - (a) Objective
  - (b) Policy
  - (c) Strategy
  - (d) Vision
17. Members of Infinite Care, an NGO, have met and determined that they need to formulate a philosophical basis for their activities. Thereby they have come up with a statement:  
“Provide children till age 12, living in homeless or low-income situations, with the essential items they need to thrive – at home, at school and at play”  
Identify the area of strategic intent, which the members have stated?
  - (a) Vision
  - (b) Business definition
  - (c) Goal and Objective
  - (d) Mission
18. What is one of the key purposes of having an organizational mission?
  - (a) Ensuring unanimity of purpose within the organization.
  - (b) Setting short-term operational goals.
  - (c) Providing a basis for marketing strategies.
  - (d) Specifying financial forecasts.
19. Kanchan is the finance head for marketing strategies of a company. Which level of management is she working at?
  - (a) Corporate Level
  - (b) Functional Level
  - (c) Shopfloor Level



(d) Consultant Level

20. Which one of the following, focuses on present business scope- 'who we are and what we do'?

(a) Mission Statement

(b) Vision Statement

(c) Goals and objectives

(d) Purpose

Answer Key:

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
b	b	b	d	b	d	c	b	b	b	c	c	b	d	b
16.	17.	18.	19.	20.										
d	d	a	b	a										



1. A company can reduce the threat of substitutes by:
  - (a) Increasing product differentiation
  - (b) Lowering prices
  - (c) Expanding into new markets
  - (d) Strengthening supplier relationships
2. A newspaper is planning for the next five years. Which of the following demographic influence(s) should it consider as part of its external environment analysis?
  - i. Tax on newspapers
  - ii. Import of raw materials will suffer if domestic currency weakens
  - iii. Increased mobility around the world requires different language version
  - iv. Carbon emissions from the use and products of paper newspaper
  - (a) (iii) & (iv)
  - (b) Only (iii)
  - (c) Only (iv)
  - (d) (ii), (iii), (iv)
3. Halder & Sons have invested in latest technology in terms of latest printing machines from Germany and Israel. But recent advent of internet has posed a big threat to their printing business as majority of their clients have now turned to more environment friendly options. They are not able to sell off their machines which are now redundant. What condition are they facing right now?
  - (a) Improper market analysis
  - (b) Exit Barriers
  - (c) Paralysis of Strategic Vision
  - (d) Weak SWOT Analysis
4. Which of the following statement is not a factor influencing socio-cultural environment?
  - (a) Family structure and changes in it, attitude towards and within the family, and family values.
  - (b) Educational levels, awareness and consciousness of rights, and work ethics of members of society.
  - (c) Opportunities arising out of technological innovation.
  - (d) Role of women in society, position of children and adolescents in family and society.
5. The strategic landscape of healthcare sector around the world is changing rapidly because of
  - (a) Doctors Educational Interests
  - (b) Indian Nurses going to abroad
  - (c) Internet and Technological advancement
  - (d) Patients being more aware
6. The term PESTLE analysis is used to describe a framework for analyzing:
  - (a) Macro Environment
  - (b) Micro Environment
  - (c) Both Macro and Micro Environment
  - (d) None of above



7. When competitive rivalry is high, it means:
- (a) There are few competitors in the market
  - (b) Customers have low bargaining power
  - (c) There is intense competition among existing firms
  - (d) Suppliers have high bargaining power
8. The emphasis on product design is very high, the intensity of competition is low, and the market growth rate is low in the \_\_\_\_\_ stage of the industry life cycle.
- (a) Maturity
  - (b) Introduction
  - (c) Growth
  - (d) Decline
9. Which of the following is not an example of socio-cultural environment?
- (a) Role of women in society
  - (b) Rising income
  - (c) Family structure
  - (d) Educational levels
10. A company can mitigate the threat of new entrants by:
- (a) Increasing advertising and marketing efforts
  - (b) Establishing strong brand loyalty
  - (c) Building economies of scale
  - (d) Lowering prices
11. Competitive landscape requires the application of
- (a) Competitive advantage
  - (b) Competitive strategy
  - (c) Competitive acumen
  - (d) Competitive intelligence
12. Imagine you are tasked with analyzing the competitive landscape for a new product launch. In this context, which of the following factors is not relevant to understanding the competitive landscape?
- (a) Identifying the competitor
  - (b) Understanding the customer
  - (c) Determining the strength of the competitors
  - (d) Determining the weakness of the competitors
13. All are elements of Macro environment except:
- (a) Society
  - (b) Government
  - (c) Competitors
  - (d) Technology
14. Nicole has inherited a restaurant from her uncle. The restaurant had been under-performing and was closed six months ago. Nicole wants to begin a new restaurant in the premises with a new name and new cuisine.

The following are primary activities of the value chain that Nicole should consider except:

- (a) In bound logistics: side of local, high-quality produce for ingredients
- (b) Outbound logistics: consider delivery of the bound to table.
- (c) Marketing: Presentation of meals
- (d) Technology: Advanced cooking equipment

15. KSFs stand for:

- (a) Key strategic factors
- (b) Key supervisory factors
- (c) Key success factors
- (d) Key sufficient factors

16. Which of the following constitute Demographic Environment?

- (a) Nature of economy i.e. capitalism, socialism, Mixed
- (b) Size, composition, distribution of population, sex ratio
- (c) Foreign trade policy of Government
- (d) Economic policy i.e. fiscal and monetary policy of Government

17. The directors of Blaina Packaging Co. (BPC), a well-established manufacturer of cardboard boxes is considering whether to enter the cardboard tube market. Cardboard tubes are purchased by customers and these products are of various sizes, ranging from large tubes which are used for carpets to small tubes which are used for films and paper. Another company, Plastic tubes Co. (PTC), produces narrow, but increasing, range of plastic tubes which are capable of housing small products such as film and paper-based products. This is considered as which of the following Porter's force for BPC?

- (a) Threat of new entrant
- (b) Threat of substitutes
- (c) Bargaining power of customers
- (d) Bargaining power of suppliers

18. Training Co. operates a network of accounting training centres throughout Europe, the US and Australia. The business intends to enter developing markets in order to drive growth and has now decided to enter India which is 7,500 kilometres from the Training Co.'s UK headquarters. The Board has suggested that it will require externally focused management information to move into India. Which of the following is an external factor(s) that the Board should consider while implementing its strategy?

- (a) Key local rivals and their strengths and weaknesses
- (b) Courses are suitable for this market.
- (c) Timing of the courses (Public holidays, religious festivals, etc to be avoided)
- (d) All of the above

19. ABC Ltd. has identified that all three of its main products are at the maturity phase of the product life cycle. Which of the following is ABC Ltd. likely to be experiencing due to this?

- (a) High, but declining sales
- (b) Growing numbers of competitors
- (c) Product diversification and differentiation strategies
- (d) Adoption of price skimming strategies



20. Which environment can create new markets and new business segments?

- (a) Political environment
- (b) Economic environment
- (c) Sociocultural environment
- (d) Technological environment

Answer Key:

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
a	b	b	c	c	a	c	b	b	c	d	b	c	d	c
16.	17.	18.	19.	20.										
b	b	d	c	d										





1. The Niche strategy is the best way to enter a:
  - (a) New market
  - (b) Growing market
  - (c) Matured market
  - (d) None of the above
2. Best Cost provider strategies:
  - (a) Seek to attract buyers on the basis of charging low price for low quality
  - (b) Aim at giving customers less value for more money
  - (c) Seek to attract buyers on the basis of charging high price for high quality
  - (d) Aim to giving customers low cost and better quality
3. A renowned coffee chain offers a loyalty program where customers earn points for every purchase, which can be redeemed for free drinks or snacks. This marketing technique is known as:
  - (a) Augmented Marketing
  - (b) Synchro Marketing
  - (c) Social Marketing
  - (d) Relationship Marketing
4. For an actor in Bollywood, his outstanding performance would be a/an
  - (a) Asset
  - (b) Strategic Asset
  - (c) Core competency
  - (d) Capability
5. Adolf Play Sportswear sells a variety of sportswear under its own well-known brand name. In order to have detailed strategies for the company's objectives, which of the following cannot be considered as a "Strength" as per SWOT analysis?
  - (a) High market share
  - (b) Excellent brand awareness
  - (c) Strong revenue growth (compared to industry average of 10%)
  - (d) Possibility of new product to be introduced in the market for new sport at the world championship.
6. Which one out of the following, is not a generic strategy as suggested by Michael Porter?
  - (a) Focus Strategy
  - (b) Differentiation Strategy
  - (c) Cost Leadership Strategy
  - (d) Best-Cost Provider Strategy
7. Differentiation Strategy can be achieved by following measures:
  1. Match products with tastes and preferences of customers.
  2. Elevate the performance of the product.
  3. Rapid product innovation
 Which of the above is true:
  - (a) (1) and (2)
  - (b) (1) and (3)
  - (c) (2) and (3)



(d) (1), (2) and (3)

8. ABC Fashion provides early access and exclusive designs to its exclusive clientele, emphasizing personalized experiences. Which marketing type does this exemplify?

- (a) Augmented marketing
- (b) Service marketing
- (c) Person marketing
- (d) Relationship marketing

9. An advertising company has 12 staff - 4 of whom are joint owners. It has a strong client base across many industries such as healthcare, training, publishing and sports. However, it has never taken working capital management and the financial side of the business seriously even to the extent that it can never be sure that the clients are billed properly. It now has a chance to bid for a new large, national contract from a major company.

Match the columns in respect of the following elements of SWOT analysis:

Column A	Column B
1. Tender for a major contract	a. Strength
2. Rival companies in the industry trying to pitch for and recruit the key staff	b. Weakness
3. Well diversified client portfolio	c. Opportunities
4. High level of receivables	d. Threats

- (a) 1-a, 2-b, 3-c, 4-d
- (b) 1-c, 2-d, 3-a, 4-b
- (c) 1-c, 2-b, 3-a, 4-b
- (d) 1-a, 2-d, 3-c, 4-b

10. Marketing and sales of Hindustan Unilever Limited and Low operating cost by Walmart are examples of what?

- (a) Competitive Advantage
- (b) Core Competency
- (c) Strategic Planning
- (d) Key Performance Indicators (KPIs)

11. How can strategic group mapping help a company in its strategic planning?

- (a) By identifying opportunities for cost-cutting
- (b) By highlighting areas for vertical integration
- (c) By revealing gaps in the market that can be exploited
- (d) By determining the best pricing strategy for a product

12. The marketing strategy which is used to reduce or shift the demand is:

- (a) Enlightened marketing
- (b) Synchro-marketing
- (c) Place marketing
- (d) Demarketing

13. In strategic group mapping, what is the typical axis used to represent dimensions of competition?
- (a) Market share and profitability
  - (b) Cost and revenue
  - (c) Price and product quality
  - (d) Innovation and brand reputation

14. Walmart a global giant sells fast moving consumer goods at even less than wholesale prices to retail customers, this is a strategy of?
- (a) Market Penetration
  - (b) Cost Differentiation
  - (c) Cost Leadership
  - (d) Market Development

15. A famous restaurant enjoys full occupancy during the lunch and dinner time for last few months. In fact, many customers go back as they have to wait for their turn. Between 15:00 hours to 18:00 hours, the occupancy rate is near to nil. To raise the footfalls of customers during this lean time, the owner offers a discount of 20% on total bill if a customer comes in these 3 hours. Which type of marketing strategy does the restaurant follow to attract the customers in the lean period?
- (a) Differential Marketing
  - (b) Synchro-marketing
  - (c) Place Marketing
  - (d) Concentrated Marketing

16. NS is the market leader in sportswear in Beeland, selling a variety of sportswear products. The board has recently instituted a review of the competitive position of NS by commissioning a SWOT analysis. Match the columns in respect of the following elements of SWOT analysis:

Column A	Column A
1. Excellent brand awareness of NS	i. Strength
2. New product to be introduction by NS in the market for new sport at the world championship	ii. Weakness
3. Child labour scandal in the sportswear industry which may cause a negative impact. on the image of NS due to growth of social media	iii. Opportunities
4. Loss of Key brand ambassador of NS	iv. Threats

- (a) (1)-(iii), (2)-(i), (3)-(ii), (4)-(iv)
- (b) (1)-(i), (2)-(ii), (3)-(iii), (4)-(iv)
- (c) (1)-(i), (2)-(iii), (3)-(iv), (4)-(ii)
- (d) (1)-(i), (2)-(iii), (3)-(ii), (4)-(iv)

17. AB is a supermarket chain operating in North India. Currently, AB is seeking to enhance its shareholder value as its main objective. Therefore, the SWOT analysis can be used to identify how the business can build on its strengths and take corrective action for its weakness.

Match the columns in respect of the following elements of SWOT analysis:

Column A	Column A
(i) Well established in the North	(A) Strength
(ii) Not match opportunity for further organic growth in the North	(B) Weakness



(iii) Reduction in competitiveness as well as losing market share due to recent merge of two rivals	(C) Opportunities
(iv) Possibility of increasing the use of debt, in turn resulting in lower costs as debt is cheaper than equity	(D) Threats

- (a) (i) – A, (ii) – B, (iii) – D, (iv) – C  
 (b) (i) – C, (ii) – D, (iii) – A, (iv) – B  
 (c) (i) – A, (ii) – C (iii), – B (iv), – D  
 (d) (i) – C, (ii) – D, (iii) – B (iv), – A

18. External opportunities and threats are usually:

- (a) the minor cause of organizational demise or success  
 (b) least important for CEOs and the board of directors  
 (c) not as important as internal strengths and weaknesses  
 (d) largely uncontrollable activities outside the organization

19. The process of creating, maintaining, and enhancing strong, value- laden relationships with customers and other stakeholder is:

- (a) Social marketing  
 (b) Augmented marketing  
 (c) Direct marketing  
 (d) Relationship marketing

20. The merging of analysis of internal and external factors influencing the organisations strategy is known as:

- (a) Complete Studies  
 (b) Organizational Behavior and Theory  
 (c) Definitional Analysis  
 (d) SWOT Analysis

Answer Key:

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
c	d	d	c	d	d	d	d	b	b	c	d	a	c	b
16.	17.	18.	19.	20.										
b	a	d	d	d										



1. If suppliers are unreliable or too costly, which of these strategies may be appropriate?
  - (a) Horizontal integration
  - (b) Backward integration
  - (c) Market penetration
  - (d) Forward integration
2. What is the strategic approach for businesses in the “Harvest” quadrant of the ADL Matrix?
  - (a) Invest for growth
  - (b) Maximize short-term cash flow
  - (c) Divest immediately
  - (d) Maintain current operations
3. Stability strategy is a \_\_\_\_\_ strategy.
  - (a) SBU level
  - (b) Corporate level
  - (c) Business level
  - (d) Functional level
4. One of the primary advantages of diversification is sharing core competencies. In order for diversification to be most successful, it is important that
  - (a) The target market is the same, even if the products are very different.
  - (b) The products use similar distribution channels.
  - (c) The methods of production are the same.
  - (d) The similarity required for sharing core competencies must be in the value chain, not in the product.
5. Catalyst Polymers, a textile producing firm, has witnessed unprecedented sales growth in the last few years due to favorable market conditions abroad. As a result, the company diversified its activities to Chemical Manufacturing, Steel Forging and Metal Dye Manufacturing. The investment in steel forging in particular has not been successful due to strict environmental laws enacted by the Government. The said strategic business unit (SBU) though generates enough cash to sustain but does not have much future and sometimes requires cash for survival. Consequently, the management has engaged an expert in the field to help them classify the SBUs. Employing the Boston Consulting Group (BCG) Growth-Share Matrix, the expert advised the company to disinvest or liquidate Steel Forging SBU. Classify the Steel Forging SBU into the most appropriate matrix.
  - (a) Star
  - (b) Cash cow
  - (c) Question mark
  - (d) Dog
6. Diversification primarily helps to:
  - (a) Reduce competition
  - (b) Reduce risk
  - (c) Reduce taxes
  - (d) Reduce costs



7. What is the significance of businesses located in the “Invest/Grow” quadrant of the GE Matrix?
- (a) They have low industry attractiveness and competitive position.
  - (b) They require further analysis and consideration for investment.
  - (c) They are well-established cash cows.
  - (d) They should be divested immediately.
8. Conglomerate diversification is another name for which of the following?
- (a) Related diversification
  - (b) Unrelated diversification
  - (c) Portfolio diversification
  - (d) Acquisition diversification
9. In the ADL Matrix, which quadrant represents businesses with high market attractiveness and a strong competitive position?
- (a) Build
  - (b) Harvest
  - (c) Divest
  - (d) Maintain
10. A rubber manufacturer starts making shoe soles and gum can be termed as?
- (a) Conglomerate Diversification
  - (b) Concentric Diversification
  - (c) Horizontal Integration
  - (d) Vertical Integration
11. Merger of two organisations that are operating in the same industry but at different stages of production and distribution system is called:
- (a) Horizontal Merger
  - (b) Vertical Merger
  - (c) Co-generic Merger
  - (d) Conglomerate Merger
12. A company that produces and sells athletic shoes may acquire or merge with another athletic shoe manufacturer in order to increase their market share and reduce competition is an example of-
- (a) Horizontal integration
  - (b) Backward integration
  - (c) Market penetration
  - (d) Forward integration
13. Retrenchment strategy in the organization can be explained as
- (a) Reducing trenches (gaps) created between individuals.
  - (b) Divesting a major product line or market.
  - (c) Removal of employees from job through the process of reorganization.
  - (d) Removal of employees from job in one business to relocate them in other business.

14. Sumedha has a home-grown brand which makes traditional lehengas. She thought of expanding her business and added linen jackets and cotton trousers to her product line. Which strategy is she working on?
  - (a) Backward integration
  - (b) Intensification
  - (c) Diversification
  - (d) Horizontal Diversification
15. In context to BCG matrix, which of the following statements is not correct?
  - (a) The BCG assumes that all products will grow and mature.
  - (b) The BCG can be used to examine a company's current product portfolio.
  - (c) A company with only cash cows and dogs has limited long-term prospects.
  - (d) All of the above
16. Beta Company, a car manufacturer is buying up a supplier so that it gets a dedicated supplier with both guaranteed quality and price. The material could be manufactured when required by Beta Company leading to lower inventory levels. Which strategy has Beta Company adopted?
  - (a) Backward integration
  - (b) Forward integration
  - (c) Conglomerate diversification
  - (d) Horizontal integrated diversification
17. Freshy Drinks provides fruit juices to a number of super market chains that sell them under their own label. Its marketing manager explains, 'We' have got a large number of products. Our freshly squeezed orange juice is doing fine (high market share). The market for orange juice appears to be matured (low growth). We've got advanced production and bottling equipment and long-term contracts with some of major growers.  
Which position best fits the "orange juice product" as per BCG matrix?
  - (a) Cash cow
  - (b) Question mark
  - (c) Star
  - (d) Dog
18. Which strategy is implemented after the failure of turnaround strategy?
  - (a) Expansion strategy
  - (b) Diversification strategy
  - (c) Divestment strategy
  - (d) Growth strategy
19. Which quadrant of the BCG Matrix represents businesses or products with low market share in a slowgrowing market?
  - (a) Stars
  - (b) Cash Cows
  - (c) Question Marks
  - (d) Dogs



20. In the GE Matrix, which axis represents industry attractiveness?

- (a) Horizontal axis
- (b) Vertical axis
- (c) Diagonal axis
- (d) Radial axis

Answer Key:

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
b	b	b	d	d	b	b	b	a	b	b	a	b	b	a
16.	17.	18.	19.	20.										
a	a	c	d	b										





1. Which of the following situation will most likely suit a transformational leader?
  - (a) An organization that is in trouble
  - (b) A growing organization
  - (c) An organization in a stable environment
  - (d) An organization at maturity stage of product life cycle
  
2. The management of Vadakara Limited, hitherto a successful ball valves maker headquartered in Mumbai, is looking to launch a new SBU for its future forward integration plans abroad in Sudan. The CEO is now faced with the opportunity cum-challenge to make this foray into Sudan a successful but time-bound business enterprise. The CEO has already asked his India Operations Head to make a study of Sudan's present market conditions and territory specific laws to enable the setup of a local branch office for the proposed SBU. Meantime, the HR manager has come across a promising resume of a person on LinkedIn, a social networking platform on internet, who is currently engaged in a similar Deputy CEO position with another entity. The management is also in touch with a couple of NRI angel investors based out of Singapore, to arrange for venture capital that would be required for this venture.  
 From a strategic management perspective, Vadakara Limited is currently represented by which strategic time phase?
  - (a) Strategy formulation phase
  - (b) Strategy change phase
  - (c) Strategy implementation phase
  - (d) Strategy internalization phase
  
3. Compliance, Identification and Internalization are the three processes involved in:
  - (a) Refreezing
  - (b) Defreezing
  - (c) Changing behavior patterns
  - (d) Breaking down old attitudes
  
4. After an earnest attempt to bring in a strategic change in your organization, you the operational head of XYZ Ltd, succeeded but still your organization couldn't achieve the desired competitive position in the market. Out of the following what could be the reason?
  - (a) Strategy formulation
  - (b) Strategy model
  - (c) Strategy implementation
  - (d) Strategy decision
  
5. J&P, a western wear brand has contracted Pee Kaw marketing firm from Singapore, product design team working as an outsource company from Mexico and Humans branding company taking care of its people's operations. What kind of structure is this?
  - (a) Hourglass Structure
  - (b) Outsourcing
  - (c) Network Structure
  - (d) Tree Branch Structure



6. You are the head of operations of a company. When you focus on total or aggregate management functions in the sense of embracing the integrated activities of a complete department et al, you are practicing:
- (a) Strategic control
  - (b) Management control
  - (c) Administrative control
  - (d) Operations control
7. \_\_\_\_\_ leadership style may be appropriate in turbulent environment.
- (a) Transactional
  - (b) Transformational
  - (c) Autocratic
  - (d) None of these
8. Mckinsey's 7-s framework consists of:
- (a) Structure, Strategy, Software, Skills, Styles, Staff and Supervision
  - (b) Structure, Strategy, Systems, Skills, Styles, Syndication and Shared values
  - (c) Structure, Strategy, Systems, Skills, Steering power, Styles and Shared values
  - (d) Structure, Strategy, System, Skills, Staff, Shared values, Style
9. As a strategist, what is your understanding of how strategies are put into action?
- (a) Strategies are statements of Intent realized through Implementation.
  - (b) Strategies are statements of Intent that are automatically activated.
  - (c) Strategies, by themselves, lead into action.
  - (d) By strategy formulation and not through implementation.
10. Aditya Swaroop is the head of operations of Bindal & Sons private limited. He is focussing on total or aggregate management functions in the sense of embracing the integrated activities of a complete department. He assures the resources are obtained and used effectively and efficiently in the accomplishment of the organisation's objectives. He is practicing as:
- (a) Strategic control
  - (b) Management control
  - (c) Administrative control
  - (d) Operations control
11. Which is true for Hourglass Organization Structure?
- (a) Wide at the bottom and widest at the top.
  - (b) Middle level managers are generalist and perform wide variety of tasks
  - (c) Decision making is slow
  - (d) Difficult to keep motivation level high among lower-level staff
12. After an earnest attempt to bring in a strategic change in your organization, you the operational head of XYZ Ltd, succeeded but still your organization couldn't achieve the desired competitive position in the market. Out of the following what could be the reason?
- (a) Strategy Formulation
  - (b) Strategy Model
  - (c) Strategy Implementation

(d) Strategy Decision

13. Delta is an organisation specializing in Information Technology enabled Services (ITeS) and Communications business. Last year, the organisation had successfully integrated an Artificial Intelligence (AI) tool named 'Zeus' into the existing ERP system. The AI tool, using Deep Learning technique provided a digital leap transformation in various business processes and operations. It has significantly diminished the role played by specialist managers of the middle management. This technological tool in addition to saving organisational costs by replacing many tasks of the middle management has also served as a link between top and bottom levels in the organisation and assists in quick decision making. The skewed middle level managers now perform cross-functional duties. Which type of organisational structure is the company transitioning into?

- (a) Strategic business unit structure
- (b) Matrix structure
- (c) Network structure
- (d) Hourglass structure

14. You being the core strategist of your company, entrusted with bringing about strategic change in your company, how will you initiate "unfreezing of the situation"?

- (a) Promoting new ideas throughout the organization
- (b) Promoting compliance throughout the organization
- (c) Promoting change in process throughout the organization
- (d) None of the above

15. Systematic and continuous monitoring of the business environment to verify the accuracy of assumptions on which strategy is built is achieved by?

- (a) Premise Control
- (b) Special Alert Control
- (c) Implementation Control
- (d) Strategic Surveillance

16. Abhishek a freelancer writes promotional materials. He decided to collaborate without requiring physical presence of employee, and hired virtual assistants to transcribe voice mail, update his website, and design PowerPoint graphics. What kind of structure is he using for his business?

- (a) Functional structure
- (b) Divisional structure
- (c) Network structure
- (d) Multi-divisional structure

17. Maadhyam, a hearing aid manufacturer recently introduced an AI based management tool that has the capabilities of managing teams across functions. What could be their new organisational structure post this implementation?

- (a) Divisional Structure
- (b) Matrix Structure
- (c) Hourglass Structure
- (d) Network Structure



18. An organizational structure with constricted middle level is:
- (a) Divisional structure
  - (b) Network structure
  - (c) Hourglass structure
  - (d) Matrix structure
19. Which of the following situation will most likely suit a transformational leader?
- (a) An organization that is in trouble
  - (b) A growing organization
  - (c) An organization in a stable environment
  - (d) An organization at maturity stage of product life cycle
20. Which of the following would be chosen by the core strategist to implement operational control:
- (a) Premise Control
  - (b) Special Alert Control
  - (c) Implementation Control
  - (d) Budgetary Control

Answer Key:

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
a	a	c	c	c	b	b	d	a	b	b	c	d	a	a
16.	17.	18.	19.	20.										
c	c	c	a	d										