

# *Strategic Management B&M*

## *Sample Exam Questions*

*Multiple choice questions often check whether you have memorized the details of theories given in the textbook and/or lecture.*

1. According to the first lecture, which of the following describes the *future state of the firm* in a way that is fairly specific and leaves many of the details of the firm similar to its current state?
  - (a) Plan
  - (b) Objective
  - (c) Vision
  - (d) Mission
2. A shakeout characterizes an industry's transition from:
  - (a) growth to maturity.
  - (b) maturity to decline.
  - (c) introduction to growth stage.
  - (d) product innovation to process innovation.
3. What is the difference between key success factors (KSFs) and core competences (CCs)?
  - (a) KSFs describes how a given firm beat its competitors, CC are the basic skill needed to survive in that industry.
  - (b) CCs are associated with having an advantage, KSFs are associated with the sustainability of that advantage.
  - (c) There is no difference. The terms mean essentially the same thing.
  - (d) The KSFs are characteristics of an industry, CCs are characteristics of a firm.

*Some questions assess whether you understand the underlying logic of the models.*

4. Imagine that you examined reports from several countries in the international version of the strategy simulation (the game). You notice a consumer profile found in all of these countries has a strong preference for a specific product feature. So, you include that feature in your product to attract those consumers. Which of Porter's generic strategies would best describes that approach?
  - (a) differentiation
  - (b) focus
  - (c) market leader
  - (d) differentiation focus
5. Transaction Cost Economics would be the most clearly relevant for merger and acquisition decisions related to
  - (a) the heartland of the corporate parent.
  - (b) holding companies.
  - (c) vertical integration.
  - (d) unrelated diversification.
6. As shown in the lecture, the axes of both the BCG and GE/McKinsey portfolio planning matrices act as proxies for two key strategic variables:
  - (a) The performance individual SBU and potential for synergy.
  - (b) The strength of the SBU and the attractiveness of the market.
  - (c) The potential for the corporate parent to add or destroy value for the SBU.
  - (d) Market share and market growth.

# Strategic Management Sample Exam Questions And Answers

**Robert J. Mockler**



## **Strategic Management Sample Exam Questions And Answers:**

Taxmann's CRACKER for Strategic Management & Corporate Finance (Paper 5 | SMCF) - Exam-oriented | Previous-Papers-Based Manual for CS Professional | New Syllabus | June/Dec. 2026 Exams CS N.S. Zad, CS Divya Bajpai, 2026-01-28 Strategic Management Corporate Finance CRACKER is a comprehensive previous examinations driven preparation manual for CS Professional Group 2 Paper 5 editorially engineered to mirror the ICSI's real examination mechanics rather than its theoretical syllabus outline. The book functions as an exam decoding instrument systematically converting historical question papers into a predictive preparation framework for the June and December 2026 examinations. Unlike narrative textbooks that explain concepts in abstraction, this publication is built on actual CS Professional examination questions arranged topic wise and chapter wise with fully updated marks oriented solutions. The core philosophy of the book is that Paper 5 is not tested as a theory subject but as an applied, integrated and strategically evaluated paper where performance depends on issue identification, conceptual precision, structured presentation and examiner aligned language. The CRACKER edition is therefore designed not to teach what Strategic Management and Corporate Finance are but rather to show how ICSI examines them. The Present Publication is the 4th Edition authored by CS NS Zad and CS Divya Bajpai with the following noteworthy features:

- Complete Coverage of Previous Exams up to December 2025
- Incorporates all relevant CS Professional examination questions including descriptive, practical and integrated case study questions
- Topic wise Chapter wise Arrangement
- Questions are reorganised by syllabus topics not exam sessions allowing focused preparation and elimination of redundancy
- Fully Updated Examiner Oriented Solutions
- Answers are updated with current strategic frameworks, corporate finance practices, regulatory references and judicial principles wherever applicable
- Chapter wise Marks Distribution Tables
- Dedicated analytics section showing actual marks allocation across June, December 2024 and 2025 examinations enabling data backed prioritisation
- Previous Exams Trend Analysis
- A granular table mapping question type, descriptive, practical, chapter recurrence and marks volatility across multiple attempts
- Chapter wise Mapping with ICSI Study Material
- A precise correlation table aligning each chapter of the book with the corresponding ICSI Study Material chapters ensuring syllabus certainty

The book is divided into two fully integrated parts reflecting the actual structure of Paper 5:

- Part I Strategic Management (Chapters 1-6):** Covers the entire strategic management framework as tested by ICSI including:
  - o Strategic management process and levels of strategy
  - o External and internal environment analysis
  - o Business policy and formulation of functional strategies
  - o Strategic analysis, planning and choice
  - o Competitive positioning and generic strategies
  - o Managing multi business firms and strategic edgeEach chapter includes repeatedly tested short notes, long descriptive answers and applied case scenarios solved in an exam ready format.
- Part II Corporate Finance (Chapters 7-18):** Provides exhaustive question based coverage of high weightage finance areas including:
  - o Sources of corporate funding
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  - o Debt financing

and procedural aspects o Foreign funding institutions and instruments o IFSC listing and securities issuance o Role of intermediaries in fundraising o Project evaluation and financial decision making o The finance section reflects the ICSI s strong tilt towards practical cum descriptive questions with solutions structured to fetch maximum marks The structure of the book is as follows Analytical Tools including o Chapter wise marks distribution o Previous exams trend analysis o Chapter wise comparison with ICSI Study Material Each chapter follows a Consistent Exam centric Flow o Actual exam questions multiple attempts consolidated o Clearly labelled alternatives Or questions o Structured point wise answers aligned with the ICSI marking style o Balanced treatment of theory application and case orientation Language depth and presentation calibrated to CS Professional answer writing expectations

**CIMA E3 Strategic Management** BPP Learning Media,2014-07-31 BPP Learning Media provides comprehensive materials that highlight the areas to focus on for your exams and complement the syllabus to increase your understanding CIMA Official Exam Practice Kit Enterprise Management Charlie Dalton,Nick Best,2009-07-29 HELPING YOU PREPARE WITH CONFIDENCE AVOID PITFALLS AND PASS FIRST TIME CIMA s Exam Practice Kits contain a wealth of practice exam questions and answers focusing purely on applying what has been learned to pass the exam Fully updated to meet the demands of the new 2010 syllabus the range of questions covers every aspect of the course to prepare you for any exam scenario Each solution provides an in depth analysis of the correct answer to give a full understanding of the assessments and valuable insight on how to score top marks The only exam practice kits to be officially endorsed by CIMA Written by leading CIMA examiners markers and tutors a source you can trust Maps to CIMA s Learning Systems and CIMA s Learning Outcomes to enable you to study efficiently Exam level questions with type and weightings matching the format of the exam Fully worked model answers to facilitate learning and compare against your own practice answers Includes summaries of key theory to strengthen understanding

**Understanding Strategic Management** Anthony Henry,2008 This succinct textbook takes students through the key stages of Strategic Management Analysis Formulation and Implementation with an emphasis on providing students with the essential tools of analysis It is a student friendly introduction to the subject packed with real life examples which clearly illustrate complex theoretical concepts

**Global Strategic Management** Jędrzej George Frynas,Kamel Mellahi,2015 Emphasising the essential techniques of business best practices this title offers thorough analysis and discussions on concepts such as environmental analysis strategy development and strategy implementation

**Strategic Management** Richard Lynch,2018-05-09 Strategic Management is a core strategy textbook covering all the major topics particularly from a global perspective It delivers comprehensive coverage of the subject in an easy to read style with extensive examples and a range of free support material that will help you learn actively and effectively This eighth edition of Strategic Management builds on proven strengths over 70 short case studies to provide easily accessible illustrations of strategy in practice and additional cases available online to provide more in depth examples of recent strategic decisions involving Sony Apple and industry

sectors a continuous contrast between prescriptive and emergent views of strategy to highlight the key debates within the discipline emphasis on practice throughout with features to help you turn theory into practice major international strategy cases from Europe Africa China India Middle East and the Americas clear exploration of the key concepts comprehensive logical structure to guide you through this complex subject Specialist chapters on public third sector strategy green strategy and sustainability entrepreneurial strategy and international and global strategy New for the eighth edition Dynamic capabilities and resource renewal explored in a revised and updated chapter Emergent strategy completely revised in two new chapters one focusing on innovation and technology and the other exploring knowledge and learning New material on innovation and strategy in uncertain environments Case studies from large and small organisations from Google Spotify and Cadbury to Snapchat Uber and green energy companies with 14 new cases and many cases updated This new edition also includes a wealth of free online open access learning resources Use these materials to enhance and test your knowledge to improve your grades Online resources include web based cases with indicative answers chapter based support material long cases and multiple choice questions Richard Lynch is Emeritus Professor of Strategic Management at Middlesex University London He is an active researcher lecturer and consultant particularly in the area of global strategy and sustainable strategy

**Strategic Management** Arthur A. Thompson, Alonzo J. Strickland, 1998 Case studies include PepsiCo Inc The Lincoln Electric Company 1996 Wal Mart Stores Inc Kmart Corporation Acer Computer products Taiwan shortening the product development cycle **Ri Im V1 Strategic Management** Aron Thompson, 2001 **Fresh Perspectives: MGI Custom Publication: Business Management**, 2009 *Fresh Perspectives: Business management: UJ Custom Publication*, 2008

**Strategic Management** Fred R. David, 2001 Cases only version of the Strategic Management Concepts and Cases text

**Strategic Management** Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, 2003 This text explains how firms achieve strategic competitiveness emphasizing integration of resources and capabilities to obtain a sustained competitive advantage The text integrates the resource based view of the firm with the more traditional model **Strategic**

**Management Theory** Charles W. L. Hill, Gareth R. Jones, 2004 Strategic Management Robert J. Mockler, 1993 Rapidly changing external business contexts such as worldwide crises intensifying competition changing customer needs and new information needs and technology are increasing the need for more disciplines and more adaptive context specific strategic management To succeed in your own specific strategic management situation you need to create an organization that can translate strategic changes into actions resulting in improved operations and profitability Strategic Management An Integrative Context Specific Process is designed to help individuals determine the various internal and external factors which contribute to formulating strategic decisions for specific business situations *Strategic Management in Action* Mary K. Coulter, 2002 This integrates the most current strategic management theories and practices in an engaging and exciting format Features include comprehensive cases at the end of the text including companies such as Amazon com Levi Strauss

and Starbucks and a companion web site [www.prenhall.com/coulter](http://www.prenhall.com/coulter) which gives students access to online study guides Internet resources and related exercises

**The Chartered Secretary**, 2002

**Scenarios and Strategic Management** Michel Godet, 1987

**Instructor's Manual to Accompany Strategic Management** Arthur A. Thompson, 1990

**Strategic Management of Technology and Innovation** Robert A. Burgelman, Clayton Christensen, Steven C. Wheelwright, 2004

The 4th Edition of *Strategic Management of Technology and Innovation* by Burgelman Christensen and Wheelwright continues its unmatched tradition of market leadership by using a combination of text readings and cases to bring to life the latest business research on these critical business challenges New co author Clay Christensen provides his insights on innovation management and new market entries through several new cases Approximately 40% of the cases are entirely new to this edition *Strategic Management of Technology and Innovation* takes the perspective of the general manager at the product line business unit and corporate levels The book not only examines each of these levels in some detail but also addresses the interaction between the different levels of general management for example the fit between product strategy and business unit strategy and the link between business and corporate level technology strategy Each part of the book starts with an introductory chapter laying out an overall framework and offering a brief discussion of key tools and findings from existing literature The remainder of each part offers a selected handful of seminar readings and case studies Almost all of the cases deal with recent events and situations including several that are concerned with the impact of the Internet A few classics have been retained however because they capture a timeless issue or problem in such a definitive way that the historical date of their writing is irrelevant

*Essentials of Strategic Management* J. David Hunger, Thomas L. Wheelen, 2001

Written by the best selling author team of J David Hunger and Thomas L Wheelen this concise and no nonsense book cuts no corners in providing you with the essentials and just the essentials of the most important concepts and techniques in strategic management Rigorous yet manageable the books ten carefully crafted chapters include examples thought provoking vignettes and relevant research studies all geared to help you understand the key topics in strategic management This new edition will show you The concept of the learning organization as a way to involve everyone in strategic management The impact of hyper competition on industry analysis and competitive strategy How value chain analysis can be used to assess a companys strengths and weaknesses The importance of core and distinctive competencies For more information on learning and teaching aids available with this Second Edition visit [www.prenhall.com/phbusiness](http://www.prenhall.com/phbusiness)

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