

CA Intermediate
STRATEGIC MANAGEMENT

MCQ Question Bank

By-
CA Rachendra Mundada
(CA,ISA,M.Com)

**"Doing Business without strategy is slowest route to
success"**

INDEX

Ch No	Particulars	Page No	No. of MCQ
1	Introduction to Strategic Management	1	30
2	Dynamics of Competitive Strategy	7	80
3	Strategic Management Process	21	70
4	Corporate Level Strategies	31	80
5	Business Level Strategies	45	60
6	Functional Level Strategies	56	60
7	Organisation & Strategic Leadership	67	60
8	Strategy Implementation & Control	78	70

Chapter – 1 : Introduction to Strategic Management

1. Which of these seeks to relate the goals of organization to the means of achieving them ?

- a) Strategy
- b) Execution
- c) Monitoring
- d) Management

2. When market & competitive conditions take an unexpected turn then required strategy is _____.

- a) Proactive
- b) Reactive
- c) Both
- d) None

3. In which level there are no general managers ?

- a) Corporate Level
- b) Business Level
- c) Functional Level
- d) None of these

4. Organization can be classified as _____ on the basis of interest they have.

- a) Market Oriented & Prize Oriented
- b) General & Specific
- c) Broad & Narrow
- d) Commercial & Non-Commercial

5. When did integrative course introduced in Harvard Business School?

- a) 1865
- b) 1911
- c) 2001
- d) 2015

6. What is a unified, comprehensive & integrated plan designed to assure that basic objectives

of enterprise are achieved ?

- a) Strategy

- b) Execution
- c) Monitoring
- d) Management

7. What is required by companies to meet changing condition in their industries ?

- a) Far-sighted
- b) Visionary
- c) Develop long term strategies
- d) All the above

8. Corporate level of management does consists of _____.

- a) Board of directors
- b) Chief Executive Officer
- c) Corporate staff
- d) All the above

9. Who said that 'I believe we do a far better job of strategic management than any company I know?'

- a) Richard Cyert
- b) Igor H. Ansoff
- c) William F. Glueck
- d) Michal Porter

10. Strategy is not a _____ for sound, alert & responsible management ?

- a) Reason
- b) Necessity
- c) Substitute
- d) Platform

11. Business policy tends to emphasize on which aspect of strategic management?

- a) System Analytical
- b) Portfolio Analytical
- c) Credit Analytical
- d) Rational Analytical

12. In large organization strategies are formulated at which level ?

- a) Corporate levels
- b) Divisional Levels

- c) Functional levels
- d) All of the above

13. Which of these serves as a corporate defense mechanism against mistakes & pitfalls?

- a) Strategic Management
- b) Marketing Techniques
- c) Strategic Awareness
- d) Competitive Analysis

14. Which is a self-contained division?

- a) Strategic business unit
- b) Divisional structure
- c) Corporate division
- d) Managerial division

15. Successful hospital strategy for future will require renewed & deepened collaboration with _____.

- a) Physicians
- b) Ambulance Providers
- c) CCTV Providers
- d) Nurses

16. Which is used with reference to a key group in an organization in-charge of its affairs?

- a) Strategy
- b) Management
- c) Execution
- d) Monitoring

17. Which is a planned strategy ?

- a) Proactive
- b) Reactive
- c) Adaptive
- d) None of these

18. Which is not an advantage of strategic management?

- a) Helps organizations to be proactive.
- b) Control their own destiny in better manner.

- c) Identify available opportunity
- d) None of these

19. Who is the head of the division?

- a) Corporate level manager
- b) Business level managers
- c) Functional level manager
- d) None of these

20. Whole Strategic landscape of healthcare is changing because of _____.

- a) Doctors
- b) Nurses
- c) Internet
- d) Patients

21. Which is a set of interrelated functions & processes carried out by management of an organization to attain its objective ?

- a) Strategy
- b) Execution
- c) Monitoring
- d) Management

22. Which is adaptive reaction to changing business environment ?

- a) Proactive
- b) Reactive
- c) Adaptive
- d) None of these

23. Which is not the limitation of strategic management ?

- a) Time Consuming Process
- b) Difficult Estimation of competitive responses
- c) Costly Process
- d) Understandable complex environment

24. Functional level managers are concerned with _____.

- a) Strategies responsible for Specific business operations
- b) Strategies that span individual business
- c) Strategies that are specific to particular business
- d) None of these

25. Public enterprise generally cannot diversify into_____.

- a) Unrelated businesses
- b) Profitable businesses
- c) Private businesses
- d) All of these

26. Which of these is something that has to do with war & ways to win over enemy ?

- a) Strategy
- b) Management
- c) Execution
- d) Monitoring

27. Which strategy is used by companies to cope up with uncertain business environment ?

- a) Proactive
- b) Reactive
- c) Both
- d) None of these

28. In competitive environment it is difficult to clearly estimate _____ about firm's strategies.

- a) Competitive Responses
- b) Operating Process
- c) Control System
- d) Reasonable Outcomes



29. Who is more closer to the customers?

- a) Corporate level manager
- b) Business level managers
- c) Functional level manager
- d) None of these

30. Who enjoys more freedom in strategic decision making?

- a) Government Strategists
- b) Non-Government Strategists
- c) Both (a) & (b)
- d) None of these

Buy Pendrive from learnkart.in

1	a	7	d	13	a	19	b	25	a
2	b	8	d	14	a	20	c	26	a
3	c	9	a	15	a	21	d	27	c
4	d	10	c	16	b	22	a	28	a
5	b	11	d	17	a	23	d	29	c
6	a	12	d	18	d	24	a	30	a



Chapter – 2: Dynamics of competitive Strategy

1. Which of these require a lot of cash to hold their share & need heavy investment with low growth potential?

- a) Star
- b) Cash-Cow
- c) Question-Mark
- d) Dog

2. Which of these refers to a strategy where the business seeks to sell its existing products into new market & this can be achieved by new product packaging, distribution channel etc?

- a) Market Penetration
- b) Market Development
- c) Product Development
- d) Diversification

3. In which position of ADL matrix companies are generally vulnerable in the face of increased competition from stronger & more proactive companies in market?

- a) Dominant
- b) Tenable
- c) Favorable
- d) Strong

4. Firm is successful in achieving _____ only after other firm's effort to duplicate or imitate it are failed.

- a) Strategic Leadership
- b) Competitive Advantage
- c) Strategic Intent
- d) Competitive Landscape

5. A company which has gone global is called _____

- a) MNC
- b) TNC
- c) Both (a) & (b)
- d) None of these

6. Determine the flow of creating the competitive advantage.

i) Resources, ii) Competitive advantage, iii) capabilities

- a) (i),(iii),(ii)
- b) (ii),(i),(iii)
- c) (iii),(ii),(i)
- d) (i),(ii),(iii)

7. In industries where rate of _____ is fast, _____ are quite likely to become obsolete.

- a) Product Innovation, Product Patents
- b) Market Innovation, Firm's Name
- c) Product Innovation, Firm's Name
- d) Market Innovation, Product Patents

8. The TOWS matrix is a tool of generating strategic _____.

- a) Leadership
- b) Environment
- c) Option
- d) Control

9. Which of these is useful analytical tool for comparing market position of each firm separately when an industry has so many competitors that it is not practical to examine each of them?

- a) Strategic Group Mapping
- b) Scenario Analysis
- c) Strategic Core Analysis
- d) PESTEL Analysis

10. Which is not the area identified in major core competencies?

- a) Competitor differentiation
- b) Customer Value
- c) Profitability of industry
- d) Application to other market

11. Which of these refers to process of integration of world economy into one huge market.

- a) Globalization
- b) Privatization
- c) Stratification
- d) None Of these

12. Resources are foundation of _____ & unique bundle of _____ generate competitive advantage leading to wealth creation.

- a) Resource, Plan
- b) Strategy, Resource
- c) Policies, Procedure
- d) Resources, Capabilities

13. Which of these is a widely used means of describing activities within & around an organization & relating them to an assessment of competitive strength of an organization.

- a) Accounting Analysis
- b) Portfolio Analysis
- c) Controls Analysis
- d) System Analysis

14. Which concept is also known as 'S-Shaped' Curve?

- a) PLC
- b) BCG
- c) ADL
- d) SWOT

15. Which is not the example of driving forces?

- a) Increasing Globalization
- b) Product Innovation
- c) Changes in cost/efficiency
- d) None of these

16. _____ is defined as a combination of skills & techniques rather than individual skill or separate technique.

- a) Competency
- b) Driving Force
- c) Core Identity Force
- d) Concurrent Filter

17. Which area of value chain transform various inputs into the final product or service?

- a) Marketing & Sales
- b) Procurement
- c) Infrastructure
- d) Operation

18. Which is achieved advantage over rivals when a company's profitability is greater than average profitability of firms in its industry?

- a) Competitive Advantage
- b) Market Position
- c) Strategic Choice
- d) Value Creation

19. Which of these is a simplest way to portray a corporation's portfolio of investment?

- a) Ansoff's Growth Matrix
- b) Product Life Cycle
- c) SWOT Analysis
- d) BCG Growth Share Matrix

20. Which is meant about analyze competitors & at the same time, it permits the comprehension of their vision, mission, core values, niche market, strength & weakness?

- a) Strategic Analysis
- b) Core Competence
- c) Competitive Landscape
- d) Competitive Strategy

21. In which stage of product life cycle the sales & profit falls down sharply due to some new product replaces the existing product?

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

22. _____ are capabilities that serves as a source of competitive advantage for a firm over its rivals.

- a) Concurrent Filters
- b) Core competencies
- c) Driving Forces
- d) Core Identity Forces

23. Capabilities that do not have strategic equivalents are known as _____ Capabilities.

- a) Non-Substitutable
- b) Valuable
- c) Rare

d) Non-Imitable

24. Which of these is a unique features of a company & its products that are perceived by the target market as significant & superior to the competition?

- a) Strategic Leadership
- b) Competitive Advantage
- c) Strategic Intent
- d) Competitive Landscape

25. Which approach has an advantage that it can be used to diagnose a portfolio of products in order to establish stage at which each of them exist?

- a) Experience Curve
- b) Product Life Cycle
- c) SWOT Analysis
- d) Growth Share Matrix

26. _____ is a business analysis which identifies competitors, either direct or indirect.

- a) Competitive Landscape
- b) Strategic Analysis
- c) Core Competence
- d) Competitive Strategy

27. Which of the following is also known as ,Problem Child' or ,Wild Cats' ?

- a) Star
- b) Cash-Cow
- c) Question-Mark
- d) Dog

28. Which of these refers to a growth strategy where he business focuses on selling existing products into existing markets?

- a) Market Penetration
- b) Market Development
- c) Product Development
- d) Diversification

29. Which position in ADL matrix generally comes about when industry is fragmented & no one competitor stand out clearly, result in market leaders a reasonable degree of freedom?

- a) Dominant

- b) Tenable
- c) Favorable
- d) Strong

30. Which of the following is unique feature of company & its products that are perceived by target market?

- a) Strategic Leadership
- b) Competitive Advantage
- c) Strategic Intent
- d) Globalization

31. Which of the following is based on commonly observed phenomenon that unit costs decline as a firm accumulates experience in terms of a cumulative volume of production?

- a) Experience Curve
- b) Product Life Cycle
- c) SWOT Analysis
- d) Growth Share Matrix

32. _____ comes from a firm's ability to perform activities more effectively than its rivals.

- a) Competitive Landscape
- b) Competitive Advantage
- c) Core Competence
- d) Strategic Change

33. _____ is a group of firms whose products have same & similar attributes such that they compete for same buyers'.

- a) Industry
- b) Value Chain
- c) Competitive Landscape
- d) Strategy Analysis

34. Which strategy has its objective to sell or liquidate the business because resources can be better used elsewhere?

- a) Build
- b) Hold
- c) Harvest
- d) Divest

35. In which position of ADL, a firm has considerable degree of freedom over its choice of strategies & often able to act without its market position?

- a) Dominant
- b) Tenable
- c) Favorable
- d) Strong

36. Most dominant forces are called _____ because they have biggest influence.

- a) Driving Forces
- b) Dominant economic feature
- c) Strategic Moves
- d) Competitive Landscape

37. Which of these is a measurement through which value can be measured?

- a) Price
- b) Willing to pay
- c) Cost
- d) All the above

38. Due to centralized system which of the following will face barrier in decision making?

- a) MNC
- b) TNC
- c) Both (a) & (b)
- d) None of these

39. Which of the following is not the characteristic of competitive advantage?

- a) appropriability
- b) Transferability
- c) Imitability
- d) Tractability

40. The concept of the core competency was developed by _____.

- a) H.N. Prashad & F.W. Taylor
- b) R.K. Narayan & Arthur D. Little
- c) C.K. Prahalad & Gary Hamel
- d) Ansoff & William F. Gluek

41. Which is a particularly important area of supportive activities in value chain that transcends all primary activities?

- a) Procurement
- b) Technology Development
- c) Human Resources Manager
- d) Infrastructure

42. Which is not the factor on which company's profitability depends?

- a) Value customers place for product/service
- b) Prize that company charges for its product
- c) Profit charged by the company
- d) Costs of creating those product

43. Which of these are products or SBU that are growing rapidly & also need heavy investment to maintain their position & finance their rapid growth potential?

- a) Star
- b) Cash-Cow
- c) Question-Mark
- d) Dog

44. Determine the correct stage of competitive landscape.

- i) Put all information together ii) Determine Strength & Weakness of competitors iii) Understand the competitors, iv) Identify the competitors
- a) (ii),(iv),(i),(iii)
- b) (iii),(iv),(ii),(i)
- c) (i),(iii),(ii),(iv)
- d) (iv),(iii),(ii),(i)

45. _____ is a group of firms whose products have same & similar attributes such that they compete for same buyers'.

- a) Industry
- b) Value Chain
- c) Competitive Landscape
- d) Strategy Analysis

46. Which of these are low-growth, low-share businesses & products that may generate enough cash to maintain themselves but do not have much future?

- a) Star
- b) Cash-Cow
- c) Question-Mark
- d) Dog

47. Which of these refers to a growth strategy where new products is market in new markets?

- a) Market Penetration
- b) Market Development
- c) Product Development
- d) Diversification

48. General Electric Matrix does not known as _____.

- a) Business Planning Matrix
- b) Nine-Cell Matrix
- c) Electric Model
- d) S-Shaped Curve

49. Nine-Cell Matrix is developed on the basis of _____.

- a) Traffic Control Lights
- b) Electricity Cable Tools
- c) General Electronics Functions
- d) Power Failure Concept

50. Which is the factor used by Business Planning Matrix ?

- a) Only Market Growth Rate
- b) Only Relative Market Share
- c) Market Attractiveness & Business Strength
- d) Only Market Growth Rate & Relative Market Share

51. Which position of ADL matrix is comparatively rare position & in many cases is attributable to a monopoly?

- a) Dominant
- b) Tenable
- c) Favourable
- d) Strong

52. Industry's economic feature & competitive structure revealed _____ about its fundamental character & _____ about ways in which its environment may be changing.

- a) A Lot, Little
- b) Little, A lot
- c) Nothing, A lot
- d) A Lot, Nothing

53. Competitive strategy consist of moves to _____.

- a) Attract Customer
- b) Withstand Competitive pressure
- c) Strengthen market position
- d) All the above

54. Which of the following gain more interest in local market?

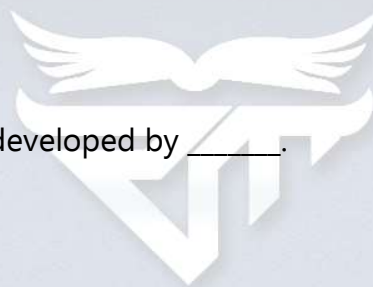
- a) MNC
- b) TNC
- c) Both (a) & (b)
- d) None of these

55. Companies often set _____ to reduce high transformational cost in globalization.

- a) Bearer Plant
- b) Overseas plant
- c) Domestic Plant
- d) All the above

56. The concept ADL Matrix is developed by _____.

- a) Igor H. Ansoff
- b) Willium F. Gluek
- c) Heinz Weihrich
- d) Arthur D. Little



RACHENDRA MUNDADA'S
CLASSES

57. Which is not the factor influencing market position of an organization?

- a) Organization's Correct market position
- b) Nature of opportunity and threat
- c) Capability to capitalize opportunity
- d) Capability to stratify situation

58. Which of these are the rules that shape whether a company will be financially & competitively successful?

- a) Core Identity Forces
- b) Driving Forces
- c) Key Success Factors
- d) Concurrent Filters

59. Which criteria of core competency is related with the capabilities that allows firm to exploit opportunity or avert threats in its external environment?

- a) Valuable
- b) Rare
- c) Costly to Imitate
- d) Non-substitutable

60. 'If you don't have a competitive advantage, don't compete', it is said by _____.

- a) Igor H. Ansoff
- b) William F. Gluek
- c) Jack Welch
- d) Arthur D. Little

61. Which of the following does not have centralized management system?

- a) MNC
- b) TNC
- c) Both (a) & (b)
- d) None of these

62. Which of these will not be considered as primary activity?

- a) Inbound Logistic
- b) Marketing & Sales
- c) Procurement
- d) Service & Operation

63. The concept of TOWS matrix was developed by _____

- a) Igor H. Ansoff
- b) William F. Gluek
- c) Heinz Weihrich
- d) Arthur D. Little

64. Which is not the characteristic of SWOT analysis?

- a) Provides Logical framework
- b) Helps in crafting strategy
- c) Present a cooperative account
- d) Guides in strategy identification

65. Which of these are those things that most affect industry member's ability to prosper in marketplace?

- a) Key Success Factors
- b) Driving Forces

- c) Core Identity Forces
- d) Concurrent Filters

66. Capabilities that are valuable, rare, costly to imitate, & non-substitutable are _____.

- a) Core Competency
- b) Driving Forces
- c) Key Success Factors
- d) Concurrent Filters

67. Which of these under linkages seeks to improve performance through closer working relationship between specialists within the value system?

- a) Total Quality Management
- b) Project Management
- c) Customer Relation Management
- d) Sales Management Module

68. Which is a unit of company that has a separate mission & objectives and which can be planned independently from other company businesses?

- a) SBU
- b) TNC
- c) ADL
- d) BCG

69. Which is the objective of competitive strategy?

- a) Generate competitive Advantage
- b) Increase Market Share
- c) Beat Competition
- d) All the above

70. Which strategy has its objective to increase short term cash flows regardless of long term earning ?

- a) Build
- b) Hold
- c) Harvest
- d) Divest

71. Determine the flow of creating the competitive advantage.

i) Assign the firms, ii) Plot firms on a two-variable map, iii) Identify competitive characteristic, (iv) Draw circle around each strategic group

- a) (i),(iii),(ii),(iv)
- b) (ii),(i),(iv),(iii)
- c) (iii),(ii),(i),(iv)
- d) (iv),(i),(ii),(iii)

72. A _____ for a firm is whatever it does Best.

- a) Core Competency
- b) Driving Forces
- c) Key Success Factors
- d) Concurrent Filters

73. Which integration attempts to improve performance through ownership of more parts of the value system, making linkages internal to organization?

- a) Vertical
- b) Horizontal
- c) Co-Centric
- d) Stratified

74. Which can be defined as a technique that helps strategists in taking strategic decisions with regard to individual products or businesses in a firm's portfolio?

- a) Strategic Analysis
- b) Portfolio Analysis
- c) Market Analysis
- d) System Analysis

RACHENDRA MUNDADA'S
CLASSES

75. _____ of a firm evolves out of consideration of several factors that are external to it.

- a) Competitive Landscape
- b) Strategic Analysis
- c) Core Competence
- d) Competitive Strategy

76. Industry & competitive analysis begins with _____.

- a) Trigger of change
- b) Dominant Economic Feature
- c) Nature & strength of competition
- d) Prospect of Industry

77. Which strategy has its objective of preserve market share?

- a) Build
- b) Hold
- c) Harvest
- d) Divest

78. Which of these is a portfolio analysis technique that is based on the product life cycle?

- a) BCG Growth Matrix
- b) Ansoff Growth Matrix
- c) Arthur D. Little Matrix
- d) General Electric Matrix

79. If a company's strategies result in superior performance it is said to have _____.

- a) Core Competency
- b) Strategic Analysis
- c) Competitive Advantage
- d) Value Creation

80. The objective competitive strategy is to generate _____

- a) Generate Competitive Advantage
- b) Increase Market Share
- c) Beat Competition
- d) All the above



RACHENDRA MUNDADA'S
CLASSES

1	c	11	a	21	d	31	a	41	c	51	a	61	b	71	c
2	b	12	b	22	b	32	b	42	c	52	a	62	c	72	c
3	b	13	a	23	a	33	a	43	a	53	d	63	c	73	a
4	b	14	a	24	b	34	d	44	d	54	b	64	b	74	b
5	c	15	d	25	a	35	d	45	a	55	b	65	a	75	d
6	a	16	a	26	a	36	a	46	d	56	d	66	c	76	b
7	a	17	d	27	c	37	b	47	d	57	d	67	a	77	b
8	c	18	a	28	a	38	a	48	d	58	c	68	a	78	c
9	a	19	d	29	c	39	d	49	a	59	a	69	d	79	c
10	c	20	c	30	b	40	c	50	c	60	c	70	c	80	d

CHAPTER 3 : Strategic Management Process

1. Which is a managerial process of selecting best course of action out of several alternative courses for purpose of accomplishment of organization goals?
 - a) Decision Making
 - b) Strategy Implementation
 - c) Programming
 - d) Monitoring strategy
2. Which is not the element of strategic intent ?
 - a) Business Definition
 - b) Vision
 - c) Goals & Objectives
 - d) None of these
3. Rivals firms, operating in the same industry rely on different _____ due to their strategic choice.
 - a) Mission
 - b) Goals & Objective
 - c) Business Definition
 - d) Business Model
4. Forming a strategic vision is an exercise in intelligent _____.
 - a) Execution
 - b) Monitoring
 - c) Planning
 - d) Entrepreneurship
5. Who was the first to agitate the issue of mission statement through writings?
 - a) Peter Drucker
 - b) Theodore Levitt
 - c) Both (a) & (b)
 - d) None of these
6. Which is more specific & translate goals to both short-term & long-term goals?
 - a) Vision
 - b) Mission
 - c) Objectives

d) Business Model

7. Strategy formulating is at which stage of strategic management.

- a) First
- b) Second
- c) Third
- d) Fourth

8. Which of these is foundation & from this the network of goals is built ?

- a) Objectives
- b) Business Model
- c) Mission
- d) Business Definition

9. Which stage is diagnostic phase of strategic analysis?

- a) Strategy Implementation
- b) Environmental & Organizational Analysis
- c) Strategic Evolution & Control
- d) Formulating Strategy

10. Which is not the major dimension of strategic decision making?

- a) Top management involvement
- b) Commitment of organizational resources
- c) Future Oriented
- d) Impact on short term prosperity of firm

11. Which can be employed when information gathering & additional are not able to reduce uncertainty?

- a) Report Analysis
- b) Market Analysis
- c) Risk Analysis
- d) Scenario Analysis

12. _____ Depicts the organization's aspirations and provides a glimpse of what the organization would like to become in the future?

- a) Vision
- b) Mission
- c) Strategic management
- d) None of these

13. Which of these is not related with business definition ?

- a) Customers needs
- b) Target Markets
- c) Alternative Technologies
- d) Organization Aspiration

14. Which is not the element of strategic vision?

- a) Coming up with a mission statement
- b) Using mission statement
- c) Communicating strategic vision
- d) Modifying strategic vision

15. Why an organization need mission statement ?

- a) To have its own special identity
- b) To Reduce Rivalry in industry
- c) To guide resources in proper way
- d) To change Ethical environment

16. Which of these are close-ended?

- a) Goals
- b) Objectives
- c) Both (a) & (b)
- d) None of these

17. Strategy formulation, implementation, & evaluation activities should be performed _____?

- a) At end of year
- b) Semi Annually
- c) At beginning of year
- d) Continual Basis

18. Which of these is not the type of strategic analysis?

- a) Environmental scanning
- b) Organizational analysis
- c) Ratio Analysis
- d) None of these

19. Which of these communicates management aspirations to stakeholders & helps steer the energies of company personnel in a common direction?

- a) Corporate Mission
- b) Business Model
- c) Strategic Vision
- d) Goals & Objectives

20. Which is not the final stage of strategic management ?

- a) Evaluating company's progress
- b) Assessing impact of external development
- c) Making corrective adjustment
- d) Setting Vision, Mission & Objectives

21. Which of these is made by senior management ?

- a) Strategic Plan
- b) Operational Plan
- c) Both (a) & (b)
- d) None of these

22. Strategic intent indicates the _____ market position.

- a) Long term
- b) Short term
- c) Both
- d) None of these

23. Which seeks to explain business undertaken by firm, with respect to customer needs, target markets & technologies?

- a) Mission
- b) Goals & Objective
- c) Business Definition
- d) Business Model

24. Which of these point out a particular direction, charts a strategic path to followed in future ?

- a) Vision
- b) Mission
- c) Goals
- d) Objectives

25. Which is not the parameter to be assessed & controlled by mission statement ?

- a) Risk

- b) Cost
- c) Time
- d) Performance

26. Which of these are open-ended?

- a) Goals
- b) Objectives
- c) Both (a) & (b)
- d) None of these

27. Strategic management process is _____.

- a) Dynamic
- b) Continuous
- c) Both (a) & (b)
- d) None of these

28. Environmental and organizational analysis is at which stage of strategic management.

- a) First
- b) Second
- c) Third
- d) Fourth

29. Which of these delineates management's aspirations for organization & highlights a particular direction, or strategic path?

- a) Corporate Mission
- b) Business Model
- c) Strategic Vision
- d) Goals & Objectives

30. Which is not the principal aspect in implementation of strategy ?

- a) Developing Budget
- b) Staffing the organization
- c) Creating Company Culture
- d) Uninstalling Information system

31. Which of these involves determination of the course of action to attain the predetermined objectives?

- a) Implementation

- b) Monitoring
- c) Planning
- d) Programing

32. _____ can be understand as the philosophical base of strategic management.

- a) Goals and objectives
- b) Mission
- c) Vision
- d) Strategic intent

33. Which of these explain the reason for existence of firm & identify what business company undertakes?

- a) Vision
- b) Mission
- c) Goals & Objectives
- d) Business Model

34. Which of these does not explain the philosophy of organization ?

- a) Vision
- b) Mission
- c) Goals & Objective
- d) Business Model

35. Which is not the reason for having mission statement in organization ?

- a) Ensure unanimity of purpose
- b) Develop basis for allocating resources
- c) Establish organizational climate
- d) Helpful in lawful Strategy implementation

36. Business organization translate their vision & mission into _____ ?

- a) Strategy planning
- b) Business Definition
- c) Goals & Objectives
- d) Business Model

37. What should be considered before setting long-term objectives?

- a) Profitability
- b) Productivity
- c) Employee Relation

d) All the above

38. Strategic management process is cleanly divided and neatly performed in practice as _____ suggests.

- a) Business Environment
- b) Market Condition
- c) Risk Appetite
- d) Strategic Management Model

39. Top management views & conclusion about company's direction & product-customer market- technology focus constitute _____ for company.

- a) Corporate Mission
- b) Business Model
- c) Strategic Vision
- d) Goals & Objectives

40. Which of these is operation-oriented, activity aimed at shaping performance of core business activities?

- a) Environmental analysis
- b) Formulation
- c) Implementation
- d) Evolution & Control

41. _____ means deciding what need to done in future & generating blueprint for action ?

- a) Implementation
- b) Monitoring
- c) Planning
- d) Programing

42. _____ Refers to purposes of what the organization strives for?

- a) Strategic management
- b) Strategic intent
- c) Vision
- d) Goals and objectives

43. Which of these delineates the firm's business, its goals & ways to reach goals ?

- a) Vision
- b) Mission
- c) Goals & Objectives

d) Business Model

44. Which is time-based measurable targets, which help in accomplishment of goals ?

a) Business Model

b) Objectives

c) Vision

d) Mission

45. Which of these are central to strategic planning ?

a) Vision & Mission

b) Mission & Business Definition

c) Goals & Objectives

d) Business Model & Definition

46. Which of these serves as justification for the firm's very presence & existence ?

a) Strategic Vision

b) Corporate Mission

c) Business Definition

d) Goals & Objective

47. By spelling out _____ management indicates speed at which longer-range targets are to be approached?

a) Annual Performance Targets

b) Measurable short-term targets

c) Qualitative Long-term targets

d) Quantitative time-based targets

48. Which of these provides the basis for major decision of the firm & also said the organizational performance to be realized at each level ?

a) Objectives

b) Mission

c) Business Model

d) Strategic vision

49. Which is not the stage of strategic management ?

a) Strategic Vision, Mission & Objectives

b) Environmental & Organizational Analysis

c) Strategic Evolution & Control

d) Analysis of Risk & Control

50. Which is not involved in organizational analysis ?

- a) Technological resources
- b) Productive Capacity
- c) Social Effect
- d) Research & development

51. Which strategy actually steers the firms towards success?

- a) Corporate Strategy
- b) Business Strategy
- c) Functional Strategy
- d) None of these

52. Generally, result of strategic implementation are seen on which basis?

- a) Short-term
- b) Long term
- c) Both (a) & (b)
- d) None of these

53. Which of these implies blueprint of the company's future position & despite organization's aspirations?

- a) Vision
- b) Mission
- c) Goals & Objectives
- d) Business Model



RACHENDRA MUNDADA'S
CLASSES

54. Which is the end result that organization want to achieve ?

- a) Goals
- b) Objectives
- c) Vision
- d) Mission

55. „To be a world class corporate constantly furthering interest of all its stakeholders“ is vision of _____.

- a) Tata Motors
- b) Reliance Industry
- c) Microsoft
- d) Amazon

56. Which of these is the expression of growth ambition of the firm ?

- a) Strategic Vision
- b) Corporate Mission
- c) Business Definition
- d) Goals & Objective

57. Which is not the characteristic of objectives ?

- a) Understandable
- b) Challenging
- c) Measurable
- d) Uncontrollable

58. The managerial purpose of setting _____ is to convert the strategic vision into specific performance targets – results and outcomes the management wants to achieve.

- a) Mission
- b) Objectives
- c) Strategy
- d) Strategic vision

59. Which is the heart & soul of managing a business enterprise?

- a) Crafting & Executing strategy
- b) Analysis of risk & Control
- c) Monitoring & Testing
- d) Redefine Business Process

60. Which of these is dynamic & uncertain?

- a) External Environment
- b) Organization Analysis
- c) Both (a) & (b)
- d) None of these

1	a	11	d	21	a	31	c	51	c	61	a
2	d	12	a	22	a	32	d	52	b	62	b
3	d	13	d	23	c	33	b	53	b	63	a
4	d	14	d	24	a	34	c	54	b	64	a
5	c	15	a	25	a	35	d	55	b	65	a
6	c	16	b	26	a	36	c	56	b	66	b
7	c	17	d	27	c	37	d	57	a	67	d
8	c	18	c	28	b	38	d	58	a	68	b
9	b	19	c	29	c	39	c	59	d	69	a
10	d	20	d	30	d	40	c	60	c	70	a

Chapter – 4: Corporate Level Strategies

1. Which type of merger has no linkages with respect to customer groups, customer functions technologies being used?
 - a) Vertical
 - b) Horizontal
 - c) Co-generic
 - d) Conglomerate
2. Strategic alliance may also be useful to create a competitive advantage by the pooling of resources & skills.
 - a) Organizational
 - b) Economic
 - c) Political
 - d) Strategic
3. Which is the first stage of turnaround strategy?
 - a) Assessment of current problems
 - b) Implementation of emergency action plan
 - c) Restructuring the business
 - d) Returning to normal
4. Which is the reason for adoption of divestment strategy?
 - a) Business acquired proves to be mismatch
 - b) Persistent negative cashflows
 - c) Severity of competition
 - d) All the above
5. At which stage currently Patanjali is & which strategy it is following ?
 - a) Introduction , Expansion
 - b) Growth , Competitive
 - c) Maturity , Stability
 - d) Decline , Turnaround
6. In which strategy firm maintains the existing level of effort, & is satisfied with incremental growth?
 - a) Stability
 - b) Expansion

- c) Retrenchment
- d) Combination

7. Which is not the major reasons for stability strategy?

- a) Product has reached maturity stage
- b) Less risky as it involves less changes
- c) Expansion may be perceived as being threatening
- d) Environment faced is relatively unstable

8. Which strategy have greater control over market as well as competitor ?

- a) Stability Strategy
- b) Expansion Strategy
- c) Retrenchment strategy
- d) Combination Strategy

9. Which of these is not the type of diversification through diversification ?

- a) Vertical integrated
- b) Horizontally integrated
- c) Co-generic
- d) Conglomerate

10. When a coffee bean manufacturer may choose to merge with a coffee bean.

- a) Forward Integration
- b) Backward Integration
- c) Concentric
- d) Conglomerate

11. What is required to be focused for successful turnaround strategy?

- a) Long-term
- b) Short-term
- c) Strategic issue
- d) All the above

12. Which of these is usually a part of rehabilitation or restructuring plan & is adopted when a turnaround has been attempted but has proved to be unsuccessful?

- a) Divestment
- b) Expansion
- c) Stability
- d) Stratification

13. Which is not the strategy to be followed at startup ?

- a) Competitive Strategy
- b) Collaborative Strategy
- c) Expansion Strategy
- d) None of these

14. Stability, Expansion, Retrenchment & Combination strategies are related with _____.

- a) Corporate Level
- b) Business Level
- c) Functional Level
- d) None of these

15. Which strategy involves minor improvement with status quo oriented strategy?

- a) Stability
- b) Expansion
- c) Retrenchment
- d) Combination

16. Which is not the major reason for expansion strategy ?

- a) Environment demand decrease in pace of activity
- b) Organization perceived to be growth oriented
- c) Greater control over market & competitor
- d) Experience curve & scale of operation may accrue

17. Which of these consists marketing present products, to customer in related market areas by adding different channels of distribution ?

- a) Market Development
- b) Market Penetration
- c) Product Development
- d) None of these

18. When firm is entering in business lines that use existing products & also when firm enters into business of distribution channels.

- a) Forward Integration
- b) Backward Integration
- c) Concentric
- d) Conglomerate

19. When a cement manufacturer diversifies in the manufacture of steel and rubber products.

- a) Vertical Integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

20. Which of these is not the type of merger?

- a) Vertical
- b) Horizontal
- c) Concentric
- d) Conglomerate

21. The nature of strategic decisions tends to be _____.

- a) Time Oriented
- b) Risk Oriented
- c) Control Oriented
- d) Value Oriented

22. In how many categories, corporate level strategies can be classified ?

- a) Two
- b) Three
- c) Four
- d) Five

23. Which is not the characteristics of stability strategy ?

- a) Less Risk
- b) Involve minor improvement
- c) Safety Oriented strategy
- d) Involves redefinition of business

24. Which is not the route of expansion strategy ?

- a) Intensification
- b) Diversification
- c) Stratification
- d) None of these

25. When firm directs its resources to the profitable growth of its existing product in existing market.

- a) Market Penetration
- b) Market Development
- c) Product Development
- d) None of these

26. When a large supermarket chain considers to purchase a number of farms that would provide it a significant amount of fresh produce.

- a) Forward Integration
- b) Backward Integration
- c) Concentric
- d) Conglomerate

27. In which type of diversification there is no linkages exist & new product are disjointed from existing product in every way?

- a) Vertical Integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

28. Which of these often happen during recession in economy or during declining profit margins?

- a) Acquisition
- b) Merger
- c) Diversification
- d) Stratification

29. Which of these is a combination of organizations that are unrelated to each other ?

- a) Vertical
- b) Horizontal
- c) Co-generic
- d) Conglomerate

30. When rivals can join together instead of compete, it is _____ advantage of strategic alliance.

- a) Organizational
- b) Economic
- c) Political
- d) Strategic

31. Which strategy is most suitable for those firm who are in the maturity stage of product life cycle?

- a) Stability
- b) Expansion
- c) Retrenchment
- d) Combination

32. A firm with mammoth growth ambition can meet its objectives only through _____.

- a) Stability Strategy
- b) Expansion Strategy
- c) Retrenchment strategy
- d) All The Above

33. Which is highly common intensification strategy ?

- a) Market Penetration
- b) Market Development
- c) Product Development
- d) None of these

34. Which of these is a step towards, creation of effective supply by entering business of input providers?

- a) Forward Integration
- b) Backward Integration
- c) Concentric
- d) Conglomerate

35. In which type of diversification new product is a spin-off from existing facilities & products/processes?

- a) Vertical Integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

36. When organization takes over other organization & control all its business operations, it is known as _____.

- a) Acquisition
- b) Merger
- c) Penetration

d) Stratification

37. Which merger include extension of product-line or acquiring components that are required in daily operations?

- a) Vertical
- b) Horizontal
- c) Co-generic
- d) Conglomerate

38. Finally, partners can take advantage of co-specialization, creating additional value.

- a) Organizational
- b) Economic
- c) Political
- d) Strategic

39. Which is not the danger signal for turnaround strategy?

- a) Decline market share
- b) Mismanagement
- c) Over staffing with low moral
- d) Competitive product or services

40. Which is not an important element of turnaround strategy?

- a) Changes in top management
- b) Initial credibility-building actions
- c) Identifying quick payoff activities
- d) Slow rate of cost reduction

41. Which of these is the utilization of firm's existing facilities & capabilities in more effective & efficient manner ?

- a) Diversification
- b) Penetration
- c) Stratification
- d) Merger & Acquisition

42. How many parts of vertical integrated diversification ?

- a) Two
- b) Three
- c) Four
- d) Five

43. In which type of diversification the new business is linked to existing businesses through process, technology or marketing ?

- a) Vertical Integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

44. When two organization combine to increase their strength & financial gains along with breaking the trade barriers.

- a) Acquisition
- b) Merger
- c) Penetration
- d) Stratification

45. In which type of merger organizations are associated in some way or related to production processes, business markets, or basis required technologies?

- a) Vertical
- b) Horizontal
- c) Co-generic
- d) Conglomerate

46. Strategic alliance help to learn necessary skill and obtain certain capabilities from strategic partners?

- a) Organizational
- b) Economic
- c) Political
- d) Strategic

47. Which strategy is adopted by organization if it cuts off loss-making units, division or SBUs, curtails its product line or reduces functions performed?

- a) Divestment
- b) Expansion
- c) Stability
- d) Stratification

48. Which of these is the next stage after implementing emergency action plan for turnaround?

- a) Assessment of current problems
- b) Implementation of emergency action plan

- c) Restructuring the business
- d) Returning to normal

49. Which of these occupy highest level of strategic decision making & cover actions dealing with objective of firm ?

- a) Corporate Level Strategy
- b) Business Level Strategy
- c) Functional Level Strategy
- d) None of these

50. Which of these is formulated for each business areas like production, marketing etc.?

- a) Corporate level Strategies
- b) Business Level Strategies
- c) Functional Level Strategies
- d) None of these

51. When deals get finalized on friendly terms & both organizations share profits in the newly created entity.

- a) Acquisition
- b) Merger
- c) Penetration
- d) Stratification

52. Which of these helps to create an advantageous position by restricting supply of inputs to other players or providing input at higher costs?

- a) Vertical
- b) Horizontal
- c) Co-generic
- d) Conglomerate

53. Which is not the field of advantage with strategic alliance?

- a) Organizational
- b) Economic
- c) Political
- d) None of these

54. Which strategy is adopted by organization when if it chooses to focus on ways & means to reserve process of decline?

- a) Turnaround

- b) Expansion
- c) Stability
- d) Stratification

55. Which of these is the next stage after implementing emergency action plan for turnaround?

- a) Assessment of current problems
- b) Implementation of emergency action plan
- c) Restructuring the business
- d) Returning to normal

56. Which is the major reason for retrenchment/turnaround strategy?

- a) Continuous losses & unviability
- b) Persistent negative cashflows
- c) Severity of competition
- d) All the above

57. We can classify different types of strategies on the basis of _____.

- a) Levels of organization
- b) Stages of business cycle
- c) Competition
- d) All the above

58. Which of these is formulated for each product division known as strategic business unit?

- a) Corporate level Strategies
- b) Business Level Strategies
- c) Functional Level Strategies
- d) None of these

59. Which strategy involves keeping track of new developments to ensure that strategy continues to make sense?

- a) Stability
- b) Expansion
- c) Retrenchment
- d) Combination

60. Which is not the characteristic of expansion strategy ?

- a) Redefinition of business

- b) Opposite of stability strategy
- c) Less Versatile strategy
- d) Fresh investment

61. Which of these is not the disadvantage of strategic alliance?

- a) Sharing knowledge & skill
- b) Long-term court procedures
- c) Create a potential competitor
- d) None of these

62. Which is the third stage of turnaround strategy to stop bleeding & enable organization to survive?

- a) Assessment of current problems
- b) Implementation of emergency action plan
- c) Restructuring the business
- d) Returning to normal

63. 'When dead business is worth more than alive' then which strategy should be opted by entity?

- a) Divestment
- b) Liquidation
- c) Expansion
- d) Stratification

64. Which strategy is not suggested by Michael Porter ?

- a) Cost Leadership Strategy
- b) Focused Strategy
- c) Differentiation Strategy
- d) None of these

65. Which is also known as grand strategies ?

- a) Corporate level Strategies
- b) Business Level Strategies
- c) Functional Level Strategies
- d) None of these

66. When the stability strategy is pursued by firm ?

- a) Serve in Similar Market
- b) Deals in similar product/service

- c) Focus on incremental improvement
- d) All the above

67. Which is a popular strategy that tends to be equated with dynamism, vigor, promise & success?

- a) Stability
- b) Expansion
- c) Retrenchment
- d) Combination

68. Which of these involve entry with substantially various skill, technology & knowledge ?

- a) Diversification
- b) Penetration
- c) Stratification
- d) Merger & Acquisition

69. In which type of diversification firm moves forward or backward in chain & enters specific process steps with intention of making them into new business for firm?

- a) Vertically integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

70. Which is the example of related diversification?

- a) Employment of new product portfolios
- b) Investment in new product portfolios
- c) Defend against takeover bids
- d) Share assets by exploiting brand name

71. Stability, Growth, Retrenchment & Combination are _____.

- a) Initial Strategies
- b) Environmental Strategy
- c) Electric Model Strategy
- d) Directional Strategy

72. Business conglomerates having multiple product folios formulate strategies at _____.

- a) Corporate level

- b) Business Level
- c) Functional Level
- d) Different Levels

73. In which strategy firm seeks significant growth-maybe within current, new, related or unrelated business ?

- a) Stability
- b) Expansion
- c) Retrenchment
- d) Combination

74. Which strategy is implemented by redefining business & enlarging scope of business ?

- a) Stability
- b) Expansion
- c) Retrenchment
- d) Combination

75. Which is not the type of expansion strategy ?

- a) Through diversification
- b) Through mergers & acquisition
- c) Through Strategic alliance
- d) Through Tough Rivalry

76. In which diversification, firms opt to engage in businesses that are not related the existing business of firm?

- a) Vertical integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

77. Acquisition of one or more similar business operating at same stage of production-marketing chain that is going into complementary or by or competitors product.

- a) Vertical integrated
- b) Horizontally integrated
- c) Concentric
- d) Conglomerate

78. Which is a process of combining two or more organization together?

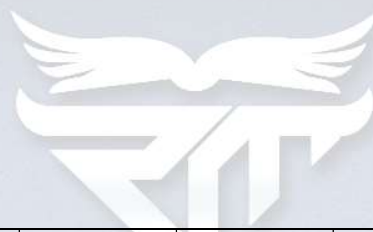
- a) Diversification
- b) Acquisition or Merger
- c) Strategic Alliance
- d) None of these

79. Which of these is a merger of two organization that are operating in same industry but at different stages of production or distribution system?

- a) Vertical
- b) Horizontal
- c) Co-generic
- d) Conglomerate

80. Which is a relationship between two or more businesses that enables each to achieve certain strategic objectives which neither would be able to achieve on its own?

- a) Diversification
- b) Acquisition
- c) Strategic Alliance
- d) Merger



1	d	21	d	41	a	61	d
2	d	22	c	42	a	62	b
3	a	23	d	43	c	63	a
4	b	24	c	44	b	64	d
5	d	25	a	45	c	65	a
6	a	26	b	46	a	66	d
7	d	27	d	47	a	67	b
8	b	28	a	48	c	68	a
9	c	29	d	49	a	69	a
10	a	30	d	50	c	70	d
11	d	31	a	51	a	71	d
12	a	32	b	52	a	72	d
13	c	33	a	53	d	73	b
14	a	34	b	54	a	74	b
15	a	35	c	55	c	75	d
16	a	36	a	56	d	76	d
17	a	37	c	57	d	77	b
18	a	38	b	58	b	78	b
19	d	39	d	59	a	79	a
20	c	40	d	60	c	80	c

Chapter – 5 : Business Level Strategies

1. Which is not the basis for differentiation ?
 - a) Product
 - b) Prize
 - c) Organization
 - d) Economic of scale

2. An organization using _____ strategy may concentrated on a particular group of customer geographic markets or particular product line segment.
 - a) Cost Leadership
 - b) Differentiation
 - c) Focused
 - d) None of these

3. Determine whether the collective strength of five competitive forces is conducive to earning attractive profit.
 - a) First step of five forces model
 - b) Second step of five forces model
 - c) Third step of five forces model

4. Which refers to decline in the per unit cost of production as volume grows?
 - a) Product Differentiation
 - b) Economic of scale
 - c) Switching Cost
 - d) Brand Identity

5. Introduction of products by new firm may lead incumbents firms to reduce their product prices & increase their advertising budget.
 - a) Possibility of aggressive retaliation
 - b) Economic of scale
 - c) Access to distribution channels
 - d) Brand Identity

6. When rivals feel strong motivation to utilize their capacity & therefore are inclined to cut prices when they have access capacity.
 - a) Slow Growth
 - b) Exit Barriers
 - c) Fixed Cost

d) Industry Leader

7. Which is not the generic strategy of Michael Porter?

- a) Cost Leadership
- b) Growth Share Matrix
- c) Differentiation
- d) Focused strategy

8. Which of these has a basic idea to underprice competitors & thereby gain market share and sales, driving some competitors out of the market entirely?

- a) Differentiation
- b) Cost Leadership
- c) Focused
- d) None of these

9. Which of these can fluctuate based on its supply & demand and also be influence but customer's ideal value for product?

- a) Product
- b) Prize
- c) Organization
- d) None of these

10. Rolls Royce sells limited number of high-end, custom-built cars.

- a) Only Cost Leadership
- b) Only Differentiation
- c) Focused Cost Leadership
- d) Focused Cost Differentiation

11. Who is the foundation of an organization's business level strategies?

- a) Cost
- b) Control
- c) Prize
- d) Customer

12. Sharing activities & resources enhances competitive advantage by _____.

- a) Lowering costs
- b) Raising Differentiation
- c) Both (a) & (b)
- d) None of these

13. Which allows a firm when it is successful, to charge a higher price for its product & to customer loyalty?

- a) Cost Leadership
- b) Differentiation
- c) Focused
- d) None of these

14. Which strategy is most effective when consumers have distinctive preferences or requirement & rival firms are not attempting to specialize in same target segment?

- a) Cost Leadership
- b) Differentiation
- c) Focused strategy
- d) None of these

15. Evaluate how strong the pressure comprising each of the five forces are?

- a) First step of five forces model
- b) Second step of five forces model
- c) Third step of five forces model
- d) Fourth step of five forces model

16. Firms lacking of funds are effectively barred from the industry, thus enhancing profitability of existing firms in industry.

- a) Capital Requirement Barrier
- b) Economic of scale Barrier
- c) Switching Cost Barrier
- d) Brand Identity Barrier

17. Which is the result of committing substantial resources for long period & it is important for infrequently purchased products that carry a high cost to buyer?

- a) Brand Identity
- b) Switching Cost
- c) Product Differentiation
- d) Economic of scale

18. Even when an industry leader exists, leader's ability to exert pricing discipline diminishes with _____.

- a) Exit barriers
- b) Fixed Cost
- c) Slow Growth

d) Number of competitors

19. Issue about which business level strategies are concerned with is _____.

- a) Meeting needs of key customers
- b) Achieving advantage over competitors
- c) Avoiding competitive disadvantage
- d) All the above

20. Which is a primary reason for pursuing forward, backward, & horizontal integration strategies?

- a) Differentiation
- b) Cost Leadership
- c) Focused
- d) None of these

21. Rivalry among competitors tends to be cutthroat & industry profitability low when _____.

- a) Industry has no clear leader
- b) Numerous competitors
- c) Face High exit barriers
- d) All the above

22. Which of these is concerned with firm's position in an industry, relative to competitors & to the five forces of competition?

- a) Corporate level strategy
- b) Business level strategies
- c) Functional level strategies
- d) None of these

23. Smaller firms often compete using _____ strategy.

- a) Cost Leadership
- b) Differentiation
- c) Focused
- d) None of these

24. Product development is example of strategy that offers the advantage of _____.

- a) Cost Leadership
- b) Differentiation
- c) Focused

d) None of these

25. Which is depend on an industry segment that is of sufficient size, has good growth potential & is not crucial to success of other major competitors?

- a) Cost Leadership
- b) Differentiation
- c) Focused Strategy
- d) None of these

26. Which is not the way of best cost provider strategy?

- a) Lower prize with comparable feature
- b) Similar prize with more feature
- c) Higher prize with same feature
- d) None of these

27. Identify the specific competitive pressures associated with each of five forces.

- a) First step of five forces model
- b) Second step of five forces model
- c) Third step of five forces model
- d) Fourth step of five forces model

28. Which is not the barrier for new entrance?

- a) Capital Requirement
- b) Product Differentiation
- c) Switching Cost
- d) Access to telecom channel

29. When switching are high, buyers are often _____.

- a) Reluctant to change
- b) Ready to Change
- c) Moderate about Change
- d) None of these

30. Who can discourage prize wars by disciplining initiators of such activity?

- a) Functional level Managers
- b) Industry Leader
- c) Workman
- d) Strategists

31. Which refers the cost of customer to change the product & move to another's product?

- a) Handling Cost
- b) Emergency Cost
- c) Switching Cost
- d) Durability Cost

32. The more intensive the _____, the less attractive is the industry.

- a) Rivalry
- b) Controls
- c) Strategy
- d) Management

33. Which has detailed actions taken to provide value to customer & gain competitive advantage by exploiting core competencies in specific, individual products/services.

- a) Corporate level strategy
- b) Business level strategies
- c) Functional level strategies
- d) None of these

34. Michael Porter's strategy imply _____.

- a) Organizational arrangements
- b) Control Procedure
- c) Incentive system
- d) All the above

35. Which is the disadvantage of cost leadership strategy?

- a) Technological changes
- b) May not be remaining for longtime
- c) Depend upon high sales volume
- d) All the above

36. Which is not the disadvantage of differentiation?

- a) Uniqueness is difficult to sustain
- b) Charging Higher price
- c) Not valued by customers
- d) All the above

37. Which is the disadvantage of focused differentiation strategy?

- a) Lacking in distinctive competencies
- b) Higher cost of product/services
- c) Niche could be Disappear
- d) All the above

38. Which of these is not the element of five forces?

- a) Threats of new entrance
- b) Bargaining power of buyer
- c) Threats of complimentary
- d) Nature of industry rivalry

39. What is not the effect of new entrance in the industry?

- a) Reduce industry profitability
- b) Increased supply of product
- c) Higher prize of product
- d) Erode market share prize

40. Buyers may need to test new firm's product, negotiable new purchase contracts, & train personnel to use new equipment.

- a) Handling Cost
- b) Emergency Cost
- c) Switching Cost
- d) Durability Cost

41. The interrelationship among _____ gives each industry its own particular competitive environment.

- a) Strategies
- b) Resources
- c) Controls
- d) Porter's Five Forces

42. Which refers to physical or enhancements, that make a product special or unique in the eyes of customers?

- a) Product Differentiation
- b) Economic of scale
- c) Switching Cost
- d) Brand Identity

43. Suppliers bargaining power has leverage when _____.

- a) Substitutes are not available
- b) High Switching Cost
- c) Sellers are more concentrated than buyers
- d) All the above

44. Firms must search for products that perform the same, or nearly the same, function as their existing products.

- a) Threats of new entrance
- b) Bargaining power of buyer
- c) Threats of Substitutes
- d) Nature of industry rivalry

45. Which means producing products & services that fulfill the needs of small groups of consumers who are relatively price-sensitive?

- a) Cost Leadership
- b) Differentiation
- c) Focused strategy
- d) None of these

46. Which action can be taken for achieving cost leadership strategy?

- a) Forecast the demand promptly
- b) Optimum utilization of resources
- c) Resistance to differentiation
- d) All the above

47. Which is measure for achieving differentiation strategy?

- a) Elevate the performance of product
- b) Rapid product innovation
- c) Offer utility for customers
- d) All the above

48. Which is not the advantage of focused strategy?

- a) Premium Prize
- b) Difficulty for competitors
- c) Both (a) & (b)
- d) None of these

49. Which of these is a powerful & widely used tool for systematically diagnosing significant competitive pressure in a market?

- a) Porter's five forces
- b) Generic Strategy
- c) Ansoff growth share matrix
- d) General Electric Matrix

50. A firm's profitability tends to be _____ when other firms are blocked from entering the industry.

- a) Lower
- b) Medium
- c) Higher
- d) Moderate

51. Which strategies are the course of action adopted by organization to serve identified customer group & provide value to customer by satisfaction of their needs?

- a) Corporate Level Strategy
- b) Business Level Strategy
- c) Functional Level Strategy
- d) None of these

52. Which is one of most effective & enduring conceptual frameworks used to assess nature of competitive environment & to describe an industry's structure?

- a) Porter's five forces
- b) Generic Strategy
- c) Ansoff growth share matrix
- d) General Electric Matrix

53. A large firm can produce high volumes of good at successively lower costs.

- a) Capital Requirement Barrier
- b) Economic of scale Barrier
- c) Switching Cost Barrier
- d) Brand Identity Barrier

54. Buyer bargaining power has leverage when _____.

- a) Buyers have full knowledge
- b) Buyers have invested a lot of money
- c) Buyers are more concentrated than firms
- d) All the above

55. Assets of firm considering maybe highly specialized & therefore of little value to any other firm.

- a) Fixed Cost
- b) Slow Growth
- c) Exit Barrier
- d) Industry Leader

56. Which strategy aimed at producing products & services considered unique industrywide & directed at consumers who are relatively price incentive?

- a) Cost Leadership
- b) Differentiation
- c) Focused strategy
- d) None of these

57. Which is not the risk of pursuing cost leadership strategy?

- a) Competitors may imitate the strategy
- b) Technological breakthrough in industry
- c) Buyers interest may swing to differentiating feature
- d) Higher prize may lead to less demand of product

58. Which of these maximize the power of brand, or using specific advantages that the entity possesses can be instrumental to a company's success?

- a) Product
- b) Prize
- c) Organization
- d) None of these

59. Which is the measure that could be adopted by an organization?

- a) Selecting specific niches
- b) Creating superior skills
- c) Developing innovating ways
- d) All the above

60. Who believes that basic unit of analysis for understanding is a group of competitors producing goods & services that compete directly with each other?

- a) Michal Porter
- b) Igor H. Ansoff
- c) William F. Glueck
- d) Richard Cyert

1	d	11	d	21	d	31	c	41	d	51	b
2	c	12	c	22	b	32	a	42	a	52	a
3	c	13	b	23	c	33	b	43	d	53	b
4	b	14	c	24	b	34	d	44	c	54	d
5	a	15	b	25	c	35	d	45	c	55	c
6	c	16	a	26	c	36	d	46	d	56	b
7	b	17	a	27	a	37	d	47	d	57	d
8	b	18	d	28	d	38	c	48	d	58	c
9	b	19	d	29	a	39	c	49	a	59	d
10	d	20	b	30	b	40	c	50	c	60	a



RACHENDRA MUNDADA'S
— CLASSES —

Chapter – 6: Functional level Strategies

1. Which of these includes marketing strategies to reduce demand temporarily or permanently?
 - a) Concentrated Marketing
 - b) Differential Marketing
 - c) Demarketing
 - d) Synchro Marketing
2. In second approach of determining business worth ____ times of current annual profit or ____ years average profit can be used.
 - a) Five, Five
 - b) Five, Four
 - c) Three, Two
 - d) Four, Four
3. Delivery of products to customers is the ____ in a marketing channel?
 - a) Beginning Position
 - b) Center Position
 - c) Last Position
 - d) None of these
4. ____ including human resource planning & job analysis.
 - a) Pre-Selection Practices
 - b) Selection Practices
 - c) Post Selection Practices
 - d) None of these
5. _____ means authorizing every member of an organization to take up his/her own destiny his/her full potential.
 - a) Empowerment
 - b) Workforce Diversity
 - c) Redesigned Ethics
 - d) Vibrant Culture
6. Which is a social & managerial process by which individual & groups obtain what they need and want through creating, offering & exchanging products of value with others?
 - a) Production

Buy Pendrive from learnkart.in

- b) Marketing
- c) Financing
- d) Research & Development

7. Product stand for combination of _____ that the company offers to target market.

- a) Goods
- b) Services
- c) Both (a) & (b)
- d) None of these

8. Which of these stands for company activities that make the product available to target customers?

- a) Product
- b) Promotion
- c) Place
- d) Prize

9. Which of these is Non-personal, Highly flexible & dynamic promotional method?

- a) Personal Selling
- b) Advertisement
- c) Publicity
- d) Sales Promotion

10. Marketing by environment in which market offering is delivered & where the firm & customer interact.

- a) People
- b) Process
- c) Physical Evidence
- d) Publicity

11. Which is not the approach for determining the worth of business?

- a) Outstanding share method
- b) Selling price Method
- c) Price Earning Ratio Method
- d) Trigger of Change Method

12. Which of these requires careful resource planning, quality issue, identifying sources, negotiation, order placement, inbound transportation and storage?

- a) Physical Distribution

- b) Procurement
- c) Performance Management
- d) Product Development

13. The workforce will be more competent if a firm can successfully identify, attracts & select the most competent applicants.

- a) Recruitment & Selection
- b) Appraisal of performance
- c) Compensation
- d) Training

14. _____ can be observed in terms of male & female workers, young & old workers, etc.

- a) Empowerment
- b) Workforce Diversity
- c) Redesigned Ethics
- d) Vibrant Culture

15. Which of these operate bellow the business level strategies or SBU?

- a) Corporate Level Strategy
- b) Business Level Strategy
- c) Functional Level Strategy
- d) None of these

16. Which is not a '4P' variable of the market mix ?

- a) Product
- b) Promotion
- c) Place
- d) Portfolio

17. In skimming the prize of product are set at a very _____ level.

- a) Low
- b) Moderate
- c) High
- d) None of these

18. Which of these is not a cost effective way of reaching a large number of customer?

- a) Personal Selling
- b) Advertisement

- c) Publicity
- d) Sales Promotion

19. Marketing by actual procedure, mechanisms & flow of activities by which product/service is delivered.

- a) People
- b) Process
- c) Physical Evidence
- d) Publicity

20. _____ includes catalogue selling, e-mail, telecomputing, electronic marketing, shopping & TV shopping.

- a) Augmented Marketing
- b) Direct Marketing
- c) Enlightened Marketing
- d) Social Marketing

21. Which of these is more broader concept ?

- a) Supply Chain Management
- b) Product Development
- c) Logistic Management
- d) Performance Management

22. _____ must develop performance incentives that clearly link performance and pay to strategies.

- a) Human Resource Development
- b) Product Development
- c) Logistic Management
- d) Manufacturing Department

23. The Human Resource manager will be more concentrated on _____ rather than _____.

- a) Substance, Form
- b) Accomplishment, Activities
- c) Practice, Theory
- d) All The Above

24. Which is not the reason why functional strategies are needed?

- a) Lay down clearly what is to be done

- b) Provide senses of direction to staff
- c) Help in bringing harmony
- d) None of these

25. Which is a set of controllable marketing variables that the firm blends to produce the response it want in target market?

- a) Market Technique
- b) Market Mix
- c) Market Zone
- d) Market Condition

26. Which is not the objective for new product pricing strategy?

- a) Product is acceptable to customer
- b) Higher margin over cost
- c) Catering to the market
- d) None of these

27. Where oral communication is made with potential buyers of a product wit the intention of making sale?

- a) Personal Selling
- b) Publicity
- c) Sales Promotion
- d) Advertisement

28. Which is not the component of marketing?

- a) Planning
- b) Implementation
- c) Control
- d) Analysis

29. Which of these is a provision of additional customer services & benefits built around core & actual products that relate to introduction of high-tech services?

- a) Augmented Marketing
- b) Direct Marketing
- c) Enlightened Marketing
- d) Social Marketing

30. Which of these is a market-coverage strategy in which a firm goes after a large share of one or few sun market?

- a) Concentrated Marketing
- b) Augmented Marketing
- c) Enlightened Marketing
- d) Synchro Marketing

31. Which approach of research & development is glamorous & exciting strategy but also a dangerous one?

- a) Market new technological product
- b) Innovator imitator of successful products
- c) To be a low cost provider
- d) None of these

32. Which is not the prominent area where human resource manager can play strategic role?

- a) Development of works ethics
- b) Empowerment of human resources
- c) Managing workforce Diversity
- d) Restricting the change

33. Which is not the functional area of the organization?

- a) Marketing
- b) Financial
- c) Production
- d) None of these



RACHENDRA MUNDADA'S
CLASSES

34. Once corporate strategy has defined company's overall mission & objectives, _____ plays

a role in carrying out these objectives.

- a) Production
- b) Marketing
- c) Financing
- d) Research & Development

35. Which of these is composite expression of product's value & utility to customer, its demand, quality etc.

- a) Product
- b) Promotion
- c) Place
- d) Prize

36. Which of these involve face to face interaction with consumers & provides a high degree of attention to them?

- a) Personal Selling
- b) Publicity
- c) Sales Promotion
- d) Advertisement

37. Which is not included in the expanded market mix?

- a) Physical Evidence
- b) Promotion
- c) Process
- d) People

38. Publicity campaign for prohibition of smoking in Delhi explained place where one can & can't smoke.

- a) Augmented Marketing
- b) Direct Marketing
- c) Enlightened Marketing
- d) Social Marketing

39. Which marketing can be used when demand for product is irregular due to season, some parts of the day, or on hour basis, causing overworked capacity?

- a) Concentrated Marketing
- b) Differential Marketing
- c) Enlightened Marketing
- d) Synchro Marketing

40. How many approaches are there to determining a business's worth?

- a) Two
- b) Three
- c) Four
- d) Five

41. The Prominent area where the human resources manager can play strategic role _____.

- a) Providing purposeful direction
- b) Building Core Competency
- c) Managing Workforce Diversity
- d) All the above

42. Which of these provide details to business strategy & govern as to how key activities of business are to be managed?

- a) Corporate Level Strategy
- b) Business Level Strategy
- c) Functional Level Strategy
- d) None of these

43. Which of these induces or helps in moving people closer to making a decision to purchase and facilitate a sale?

- a) Production
- b) Marketing
- c) Financing
- d) Research & Development

44. Organization formalize product differentiation through designating _____ to their respective products.

- a) Prize Tag
- b) Cost Component
- c) Profit percentage
- d) Brand Names

45. Which is the oldest form of promotion?

- a) Personal Selling
- b) Publicity
- c) Sales Promotion
- d) Advertisement

46. Discount, contests, money refund, instalments etc. are the various tool of _____.

- a) Personal Selling
- b) Promotion
- c) Advertisement
- d) Sales Promotion

47. Which of these involves monitoring & measuring of results & their evaluation?

- a) Strategic Change
- b) Strategic Intent
- c) Strategic Control
- d) None of these

48. _____ is market coverage strategy in which a firm decides to target several market segments & design separate offer for each.

- a) Concentrated Marketing
- b) Differential Marketing
- c) Enlightened Marketing
- d) Synchro Marketing

49. Implementation of project in pursuance of _____ typically results in increase in capital work in progress & current assets.

- a) Stability Strategy
- b) Expansion Strategy
- c) Turnaround Strategy
- d) Divestment Strategy

50. Which refers to the linkages between suppliers, manufacturers & customers ?

- a) Supply Chain Management
- b) Business process Reengineering
- c) Benchmarking
- d) Strategic Change

51. Which are designed to help in implementation of corporate & business unit level strategies?

- a) Corporate Level Strategy
- b) Business Level Strategy
- c) Functional Level Strategy
- d) None of these

52. In _____ it is more important to do what is strategically right than what is immediately profitable.

- a) Production
- b) Marketing
- c) Financing
- d) HR

53. To succeed in today's competitive marketplace, companies must be _____ centered.

- a) Profit
- b) Cost
- c) Customer

d) Prize

54. Modern marketing is highly _____ oriented.

- a) Place
- b) Price
- c) Product
- d) Promotion

55. In which form of promotion there is no requirement of payment by the organization?

- a) Personal Selling
- b) Advertisement
- c) Publicity
- d) Sales Promotion

56. Which is not included in an important marketing situation section?

- a) Market Description
- b) Product Review
- c) Analysis of competition
- d) Risk of decreased demand

57. Which of these is a marketing philosophy holding that a company's marketing should support the best long-run performance of marketing system?

- a) Concentrated Marketing
- b) Differential Marketing
- c) Enlightened Marketing
- d) Synchro Marketing

58. _____ should not be thought of as a tool for limiting expenditures but rather than as a method for obtaining most productive & profitable use of organization's resources.

- a) Entity's fund Analysis
- b) Research & Development
- c) Logistic Management
- d) Financial Budget

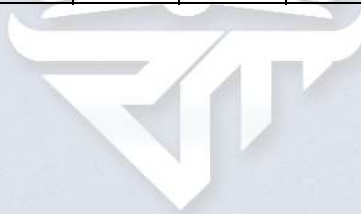
59. Which is not the advantage of logistic management ?

- a) Cost saving
- b) Improved delivery time
- c) Increased inventory
- d) Competitive advantage

60. Which is not the R&D approach for implementing strategy?

- a) Market new technological product
- b) Innovator imitator of successful products
- c) To be a low cost provider
- d) None of these

1	c	11	d	21	a	31	a	41	d	51	c
2	a	12	b	22	a	32	d	42	c	52	b
3	d	13	a	23	b	33	d	43	b	53	c
4	a	14	b	24	b	34	b	44	d	54	d
5	b	15	c	25	d	35	d	45	a	55	c
6	b	16	d	26	d	36	a	46	d	56	d
7	c	17	c	27	a	37	b	47	c	57	c
8	c	18	a	28	d	38	d	48	b	58	d
9	b	19	b	29	a	39	d	49	b	59	c
10	c	20	b	30	a	40	b	50	a	60	d



RACHENDRA MUNDADA'S
— CLASSES —

Chapter – 7: Organization and Strategic Leadership

1. Which is an organizational form in which owner-manager makes all major decisions directly & monitors all activities?

- a) Network Structure
- b) Hourglass Structure
- c) Matrix Structure
- d) Simple Structure

2. A _____ by geographic area is appropriate for organizations whose strategies are formulated to fit particular needs & characteristics of customer in different geographic areas.

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

3. Multi-divisional structure calls for _____.

- a) Creating separate division, representing separate business
- b) Each division would house its functional hierarchy.
- c) Division Manager have responsibility to manage day-today operations
- d) All the above

4. Which of these helps a multi business corporation in scientifically grouping its businesses into a few distinct business unit?

- a) Divisional Structure
- b) Functional Structure
- c) Strategic business unit
- d) Hour Glass Structure

5. In which structure employees have two superiors, a product or project manager & a functional manager?

- a) Matrix Structure
- b) Network Structure
- c) Hourglass Structure
- d) M-Form Structure

6. Which phase involves true dual-authority structure, both functional & product structure are permanent?

- a) Cross Functional Task Force
- b) Product/Brand Management
- c) Mature Matrix
- d) None of these

7. In which structure the promotion opportunity for lower levels diminish significantly?

- a) M-Form Structure
- b) Network Structure
- c) Hourglass Structure
- d) Matrix Structure

8. _____ uses the authority of its office to exchange rewards, such as pay and statue.

- a) Transformational Leadership
- b) Transactional Leadership
- c) Both (a) & (b)
- d) None of these

9. _____ is the attempt to create value through recognition of business opportunity.

- a) Entrepreneurship
- b) Intrapreneurship
- c) Both (a) & (b)
- d) None of these

10. _____ refers to company's value, beliefs, business principles, tradition, ways of operating and internal work environment.

- a) Strategic Intent
- b) Corporate culture
- c) Functional Structure
- d) All the above

11. Medium sized firms tend to be _____ structured.

- a) Divisionally
- b) Matrix
- c) Hourglass
- d) Network

12. _____ can be costly because it requires an elaborate, headquarters-driven control system.

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

13. Which is not the disadvantage of M-form structure?

- a) Impossible to assess individual products profit contribution
- b) Top managers become over involved in solving short-run problems
- c) Optimal Allocation of firm resources between products was difficult
- d) None of these

14. The principal underlying the grouping is that all related products-related from the standpoint of _____-should fall under one SBU.

- a) Control
- b) Process
- c) Function
- d) System

15. In which structure functional & products forms are combined simultaneously at the same level of organization?

- a) Network Structure
- b) Matrix Structure
- c) Hourglass Structure
- d) M-Form Structure

16. Which of these are initially used when a new product line is being introduced?

- a) Cross Functional Task Force
- b) Product/Brand Management
- c) Mature Matrix
- d) None of these

17. _____ has obvious benefit of reduced costs & it also helps in enhancing responsiveness by simplifying decision making.

- a) M-Form Structure
- b) Network Structure
- c) Hourglass Structure
- d) Matrix Structure

18. Which Leadership style motivates followers to do more originally affected to do by stretching their abilities & increasing their shelf confidence?

- a) Transformational Leadership
- b) Transactional Leadership
- c) Both (a) & (b)
- d) None of these

19. Creating & sustaining a strategy supportive culture is a job for the _____ team.

- a) Whole Management
- b) Functional Level Managers
- c) Supportive Staff
- d) None of these

20. Work of _____ is extremely challenging & they get recognition & reward for success in form of profit.

- a) Entrepreneurship
- b) Intrapreneurship
- c) Both (a) & (b)
- d) None of these

21. Changes to _____ lead to change in organizational structure.

- a) System
- b) Process
- c) Strategy
- d) Controls

22. Which is not the advantage of divisional structure?

- a) Accounting is clear
- b) Performance Evaluation of employees
- c) Career development opportunity
- d) It is less costly structure

23. In response to co-ordination & control related problems in large firms which structure is developed?

- a) Network Structure
- b) Hourglass Structure
- c) M-Form Structure
- d) Matrix Structure

24. Which of these facilitate comparison between divisions, improving allocation of resources, & can be used to stimulate managers of poorly performing divisions?

- a) Strategic business unit
- b) Divisional Structure
- c) Functional Structure
- d) M-Form Structure

25. When most organization find that organizing around either functions or around products & geography provides an appropriate organizational structure, it is known as _____.

- a) Network Structure
- b) Hourglass Structure
- c) M-Form Structure
- d) Matrix Structure

26. Which is not the phase of Matrix structure?

- a) Cross Functional Task Force
- b) Product/Brand Management
- c) Mature Matrix
- d) Process Matrix Management

27. In which structure roll played by middle management is diminishing as the tasks performed by them are increasingly being replaced by the technological tools?

- a) M-Form Structure
- b) Network Structure
- c) Hourglass Structure
- d) Matrix Structure

28. Which Leadership Offers excitement, vision, intellectual stimulation and personal satisfaction?

- a) Transformational
- b) Transactional
- c) Both (a) & (b)
- d) None of these

29. Changing a _____ is very difficult because of the heavy anchor of deeply held values and habits-people Cling emotionally to the old & familiar.

- a) Problem Culture
- b) Strategic Control

- c) Support process
- d) None of these

30. An _____ is nothing but an _____ who operates within the boundaries of organization.

- a) Entrepreneur, Intrapreneur
- b) Intrapreneur, Entrepreneur
- c) Both (a) & (b)
- d) None of these

31. _____ dictates how resources will be allocated to achieve strategic objective.

- a) Controls
- b) Structure
- c) System
- d) Process

32. Which is not the way by which divisional structure can be organized?

- a) By Geographic area
- b) By Controls
- c) By Customer
- d) By Process

33. Multi-Divisional or M-form structure is developed in _____.

- a) 1890
- b) 1920
- c) 1980
- d) 2000

34. Which of these has a manager who has responsibility for strategic planning & profit performance?

- a) Divisional Structure
- b) Strategic business unit
- c) Functional Structure
- d) M-Form Structure

35. The identification of SBU convenient point for _____

- a) Planning
- b) Risk Analysis
- c) Defining Controls

d) Monitoring

36. Which is not the condition for having matrix-structure?

- a) Ideas needs to be cross fertilized
- b) Resources are Enough
- c) Abilities to make decision need to be improved
- d) Process of information need to be improved

37. Which of these is the disadvantage of Network Structure?

- a) Availability of numerous potential partners
- b) Keep firm from discovering synergy
- c) Choosing wrong function thus becoming Non-competitive
- d) All the Above

38. _____ use charisma & enthusiasm to inspire people to exert them for good of the organization.

- a) Transformational Leadership
- b) Transactional Leadership
- c) Both (a) & (b)
- d) None of these

39. It is strategy maker's responsibility to select strategy compatible with _____ parts of prevailing corporate culture.

- a) Changeable
- b) Unchangeable
- c) Similar
- d) None of these

40. Innovation is function of _____

- a) Entrepreneurship
- b) Intrapreneurship
- c) Both (a) & (b)
- d) None of these

41. _____ largely dictates how operational objectives and policies will be established to achieve the strategic objectives.

- a) Controls
- b) Structure
- c) System

d) Process

42. Which of these consists of a chief executive officer or a managing director and supported by corporate staff with manager of production, financial, accounting department?

- a) Network Structure
- b) functional Structure
- c) Hourglass Structure
- d) Matrix Structure

43. A divisional structure _____ is similar to, functional structure because activities are organized according to way is actually performed.

- a) By Geographic area
- b) Product/Services
- c) By Customer
- d) By Process

44. Which is the characteristic of strategic business unit?

- a) Collection of related business
- b) Own set of competitors
- c) Responsible for strategic planning & profit performance
- d) All the above

45. SBUs might be serving _____ & provide similar shorts of product & market.

- a) Similar Market
- b) Different market
- c) Both (a) & (b)
- d) None of these

46. Which structure is very useful when the external environment is very complex & changeable?

- a) Network Structure
- b) Hourglass Structure
- c) Matrix Structure
- d) Simple Structure

47. Which of these provides an organization with increased flexibility & adaptability to cope up with rapid technological change & shifting patterns of international trade & competition?

- a) Simple Structure
- b) Divisional Structure
- c) Network Structure
- d) Functional Structure

48. _____ use charisma & enthusiasm to inspire people to exert them for good of the organization.

- a) Transformational Leadership
- b) Transactional Leadership
- c) Both (a) & (b)
- d) None of these

49. A sizable and prolonged _____ conflict weakness & may even defeat managerial efforts to make the strategy work.

- a) Strategic Change
- b) Strategic Intent
- c) Strategic Culture
- d) None of these

50. Who is not the entrepreneur ?

- a) Initiates & innovates a new concept
- b) Establishes a startup company
- c) Doesn't face risk & uncertainty
- d) Recognizes & utilizes opportunity

51. To act and contribute as a manager and employee in today's emerging business scenario, skills related to _____ process is necessary.

- a) Strategic
- b) Organizational
- c) Leadership
- d) All the above

52. To coordinate more complex organizational functions, companies should abandon _____ in favor of the functional structure.

- a) Network Structure
- b) Hourglass Structure
- c) Simple Structure
- d) Matrix Structure

53. A divisional structure by process is similar to _____, because activities are organized according to way is actually performed.

- a) Network Structure
- b) Hourglass Structure
- c) Functional Structure
- d) Matrix Structure

54. Which of these is relevant to multi-product, multi-business enterprise?

- a) Strategic business unit
- b) Divisional Structure
- c) Functional Structure
- d) M-Form Structure

55. In strategic business unit _____ products/businesses in any group are separated.

- a) Unrelated
- b) Related
- c) Similar
- d) None of these

56. Which structure is developed to combine the stability of the functional structure with the flexibility of the product form?

- a) Network Structure
- b) Hourglass Structure
- c) M-Form Structure
- d) Matrix Structure

57. Which structure is most useful when environment of a firm is unstable & is expected to retain so?

- a) Simple Structure
- b) Network Structure
- c) Divisional Structure
- d) Functional Structure

58. _____ is a change agent to initiates strategic change in the organization and ensure that changes successfully implemented.

- a) Entrepreneurship
- b) Intrapreneurship
- c) Strategic Leader
- d) None of these

59. Every organization has _____ organizational culture.

- a) Similar
- b) Related
- c) Unique
- d) None of these

60. The person who perceives the business idea & take steps to implement the idea is known

as _____

- a) Entrepreneur
- b) Strategists
- c) Consultant
- d) Manager

1	d	11	a	21	c	31	b	41	b	51	d
2	c	12	b	22	d	32	b	42	b	52	c
3	d	13	d	23	c	33	b	43	d	53	c
4	c	14	c	24	a	34	b	44	d	54	a
5	a	15	b	25	d	35	a	45	c	55	a
6	c	16	a	26	d	36	b	46	c	56	d
7	c	17	c	27	c	37	d	47	c	57	b
8	b	18	a	28	a	38	a	48	a	58	c
9	a	19	a	29	a	39	b	49	c	59	c
10	b	20	a	30	b	40	c	50	c	60	a

RACHENDRAMUNDADA'S
— CLASSES —

Chapter – 8: Strategy Implementation & Control

1. Sudden change in government, natural calamities, terrorist attacks, industrial disasters etc.
 - a) Special Alert Control
 - b) Strategic Surveillance
 - c) Premise Control
 - d) Implementation Control

2. _____ refers to the need for strategists to examine sets of trends, as well as individual trends, in auditing strategy.
 - a) Consistency
 - b) Consonance
 - c) Feasibility
 - d) Disharmony

3. A set of interconnected processes comprise a _____.
 - a) Business System
 - b) Analytical Program
 - c) Market Policy
 - d) Strategic Control

4. Process involving interface(s) with customer is _____.
 - a) Manufacturing
 - b) Procurement
 - c) Advertising
 - d) Reporting

5. IT-initiatives, thus, provide business values in form of Innovation _____.
 - a) By way of increased productivity
 - b) By way of better management
 - c) By way of improved products/services
 - d) None of these

6. Which of these requires combination among many people?
 - a) Strategy Formulation
 - b) Strategy Implementation
 - c) Strategy Planning

d) None of these

7. Strategies should lead to formulation of different kind of _____.

- a) Process
- b) Control
- c) Project
- d) Programmes

8. Determine the correct sequence of strategic change. i) Institutionalize the change, ii) Create a shared vision to manage change, iii) Recognize need for change

- a) (i),(iii),(ii)
- b) (iii),(ii), (i)
- c) (ii),(iii),(i)
- d) (i),(ii),(iii)

9. _____ occurs when members are psychologically impressed upon to identify themselves with some given role models whose behavior they would like to adopt & try to become like them.

- a) Compliance
- b) Identification
- c) Internalization
- d) None of these

10. How many types of strategic controls are there?

- a) Two
- b) Three
- c) Four
- d) Five

11. Which is not the criteria of Richard Rumelt for strategic audit?

- a) Consistency
- b) Consonance
- c) Feasibility
- d) Disharmony

12. Which is a collection of activities that creates an output of value to the customer & often transcends departmental or functional boundaries?

- a) Strategic Controls
- b) Business Process

- c) Analytical Programs
- d) Market Policies

13. Process pertaining to development & delivery of product(s) and/or services does not include

- _____.
- a) Manufacturing
 - b) Procurement
 - c) Engineering
 - d) Advertising

14. IT-initiatives, thus, provide business values in form of effectiveness _____.

- a) By way of increased productivity
- b) By way of better management
- c) By way of improved products/services
- d) None of these

15. The concept of _____ is much broader than mere _____ as there are major strategic dimensions involved.

- a) Controlling, Benchmarking
- b) Procedure, Programme
- c) Benchmarking, Controlling
- d) All the Above

16. Strategy Formulation is primarily an _____ process.

- a) Intellectual
- b) Irrational
- c) Impudent
- d) None of these

17. Programmes lead to the formulation of _____.

- a) Process
- b) Control
- c) Projects
- d) Planning

18. _____ is a complex process that involves a corporate strategy focused on new markets, products, services and new ways of doing business.

- a) Strategic Change

- b) Strategic Intent
- c) Strategic Control
- d) None of these

19. Which of these is achieved by strictly enforcing the reward & punishment strategy for good or bad behavior?

- a) Compliance
- b) Identification
- c) Internalization
- d) None of these

20. Which control is more inclusive & more aggregative control?

- a) Management Control
- b) Operational Control
- c) Supportive Control
- d) Processing Control

21. Which of these is a set of logically related tasks or activities oriented towards achieving a specified outcome?

- a) Strategic Controls
- b) Analytical Programs
- c) Market Policies
- d) Business Process

22. _____ is meant for replacement of the old process by altogether new one to achieve dramatic improvement in the performance.

- a) Benchmarking
- b) Strategic Change
- c) Re-Engineering
- d) Strategic Leadership

23. IT-initiatives, thus, provide business values in form of efficiency _____.

- a) By way of increased productivity
- b) By way of better management
- c) By way of improved products/services
- d) None of these

24. Which step of benchmarking involve compiling information & data on performance & includes mapping process?

- a) Identifying the need for benchmarking
- b) Identify best processes
- c) Evaluation
- d) Clearly understanding existing business processes

25. Which of these focuses on effectiveness ?

- a) Strategy Formulation
- b) Strategy Implementation
- c) Strategy Planning
- d) None of these

26. Strategy formulation is primarily an _____ activity, based on strategic decision making.

- a) Entrepreneurial
- b) Promotional
- c) Virtualize
- d) None of these

27. It is essential that _____ managers be involved as much as possible in the strategy formulation process.

- a) Strategy Formulation
- b) Strategy Implementation
- c) Both (a) & (b)
- d) None of these

28. Which is not the method given by H.C. Kalman for reassigning new patterns of behavior?

- a) Compliance
- b) Identification
- c) Internalization
- d) Stratification

29. Which is not the type of organizational control?

- a) Organizational Control
- b) Management Control
- c) Qualitative Control
- d) Strategic Control

30. _____ involves casual environmental browsing, reading financial & other newspapers, magazines etc.

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

31. _____ means going to the root of the problem areas and not attempting to make any superficial changes.

- a) Fundamental Re-thinking
- b) Radical Redesigning
- c) Dramatic Improvement
- d) All the above

32. Impact of IT system on BPR are identified by _____

- a) Compression of time
- b) Overcoming restrictions of geography
- c) Restriction of relationship
- d) All of these

33. Which step involves selecting the type of benchmarking & by which organizations identify realistic opportunity for improvements?

- a) Identifying the need for benchmarking
- b) Identify best processes
- c) Evaluation
- d) Clearly understanding existing business processes

34. Which of these is manage forces during the action?

- a) Strategy Formulation
- b) Strategy Implementation
- c) Strategy Planning
- d) None of these

35. In forward linkages organizational structure has to undergo a change in the light of the requirements of _____.

- a) Modified Strategy
- b) Old Strategy
- c) Classic Strategy
- d) None of these

36. Which is the issue to be considered in strategy implementation?

- a) Project Implementation
- b) Procedure Implementation
- c) Resource Allocation
- d) All the above

37. ____ is a process of breaking down old attitudes & behaviors, customs & traditions throughout organization.

- a) Unfreezing
- b) Change in new situation
- c) Refreezing
- d) None of these

38. _____ intend to enable the organization to continuously learn from its experience and to improve its capability to cope with demands of organizational growth & development.

- a) Strategic Control
- b) Strategic Change
- c) Strategic Intent
- d) None of these

39. Which of these involves general monitoring of various sources of information to uncover unanticipated information having a bearing on the organizational strategy.

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

40. Which activity is included in strategic audit process?

- a) Examining underlying bases of firm's strategy
- b) Comparing expected results with actual results
- c) Ensuring that performance conforms to plan
- d) All the above

41. _____ are the desired end results of the redesign process which the management and organization attempts to realize.

- a) Objectives
- b) Mission
- c) Goals

d) Vision

42. _____ helps in improving performance by learning from the best practices & the processes by which they are achieved.

- a) BPR
- b) Strategic Change
- c) Benchmarking
- d) Strategic Leadership

43. A company will be successful only when the strategy _____ is sound & _____ is excellent.

- a) Implementation, Formulation
- b) Formulation, Implementation
- c) Both (a) & (b)
- d) None of these

44. Which of these deal with the impact of strategy implementation on strategy formulation?

- a) Forward Linkages
- b) Backward Linkages
- c) Both (a) & (b)
- d) None of these

45. _____ are required recourses for implementation of strategy.

- a) Procedure
- b) Project
- c) Policies
- d) Control

46. Which process simply makes the individuals or organizations aware of the necessity for change & prepares them for such a change?

- a) Unfreezing
- b) Change in new situation
- c) Refreezing
- d) None of these

47. Which is a function intended to ensure & make possible the performance of planned activities & to achieve the pre-determined goals & result?

- a) Strategic Control

- b) Strategic Change
- c) Strategic Intent
- d) None of these

48. _____ is a tool for systematic & continuous monitoring of the environment to verify the validity & accuracy of the assumption on which strategy is built.

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

49. Which of these involves complete reassessment of strategy & also assesses the need to continue or refocus the direction of an organization?

- a) Milestone Reviews
- b) Premise Control
- c) Special Alert Control
- d) Monitoring Strategic Thrusts

50. _____ are simply a set of activities that transforms a set of inputs into a outputs for another person.

- a) Business Process
- b) Strategic Controls
- c) Analytical Programs
- d) Market Policies

51. _____ is a point of reference against which things maybe compared and by which something can be measured and judged.

- a) BPR
- b) Strategic Change
- c) Strategic Leadership
- d) Benchmarking

52. _____ requires introduction of change in the organization to make organizational member adapt to the new environment.

- a) Strategic Intent
- b) Strategic Planning
- c) Strategy Crafting
- d) Strategy Implementation

53. Which of these deal with the impact of strategy formulation on strategy implementation?

- a) Forward Linkages
- b) Backward Linkages
- c) Both (a) & (b)
- d) None of these

54. _____ is a highly specific programme for which the time schedule and cost are predetermined.

- a) Project
- b) Procedure
- c) Policies
- d) Control

55. It takes so much time for the _____ to Change & prevail.

- a) Process
- b) Controls
- c) Culture
- d) Programs

56. _____ when new behavior becomes a normal way of life.

- a) Unfreezing
- b) Change in new situation
- c) Refreezing
- d) None of these

57. When strategy is formed on the basis of certain assumption about the complex & turbulent organizational environment.

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

58. Which helps the managers to determine whether the overall strategy is progressing as desired or whether there is need for readjustment?

- a) Milestone Reviews
- b) Premise Control
- c) Special Alert Control
- d) Monitoring Strategic Thrusts

59. Competitive advantage normally is the result of superiority in _____ area.

- a) Resources
- b) Skills
- c) Position
- d) All the above

60. Re-Engineering begins with a fundamental _____.

- a) Redesigning
- b) Control
- c) Process
- d) Re-thinking

61. _____ strategy affects an organization from top to bottom; it affects all functional & dicisional areas of a business.

- a) Planning
- b) Implementation
- c) Forming
- d) Crafting

62. Which of these varies substantially among different types & sizes of the organization?

- a) Strategy Formulation
- b) Strategy Implementation
- c) Strategy Planning
- d) None of these

63. Which is broader term?

- a) Programme
- b) Policies
- c) Procedures
- d) Goals & Rules

64. Which of these is an action stage that requires implementation of changed strategy.

- a) Institutionalize the change
- b) Create a shared vision to manage change
- c) Recognize need for change
- d) None of these

65. Which of these involves internal changing of the individual's thought processes in order to adjust to a new environment?

- a) Compliance
- b) Identification
- c) Internalization
- d) None of these

66. Which of these is not the type of strategic control?

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

67. Strategic Implementation control unlike _____ continuously monitors the basic direction of the strategy.

- a) Special Alert Control
- b) Operational Control
- c) Premise Control
- d) Management Control

68. Question that is "Can strategy be attempted within the physical, human & financial resources of enterprise" is related with which criteria of strategic audit?

- a) Consistency
- b) Consonance
- c) Feasibility
- d) None of these

69. _____ means starting all over, starting from scratch.

- a) Benchmarking
- b) Strategic Change
- c) Business Process Re-Engineering
- d) Strategic Leadership

70. Determine the correct sequence of steps in BPR. i) Study the existing ii) Formulate a redesign process iii, Implement the redesign iv) Identify customers & Determine their need, v) Determining Objectives and Framework

- a) (ii),(iv),(v),(i),(iii)
- b) (iii),(iv),(ii),(v),(i)
- c) (v),(iv),(i),(ii),(iii)

d) (iv),(i),(v),(iii),(ii)

1	a	11	d	21	d	31	b	41	a	51	d	61	b
2	b	12	b	22	c	32	d	42	c	52	d	62	b
3	a	13	d	23	a	33	a	43	b	53	a	63	a
4	c	14	b	24	d	34	b	44	b	54	a	64	a
5	c	15	c	25	a	35	a	45	b	55	c	65	c
6	b	16	a	26	a	36	d	46	a	56	c	66	d
7	d	17	c	27	c	37	a	47	a	57	a	67	b
8	b	18	a	28	d	38	a	48	c	58	d	68	c
9	b	19	a	29	c	39	a	49	a	59	d	69	c
10	c	20	a	30	b	40	d	50	a	60	d	70	c

