

MULTIPLE CHOICE QUESTIONS

- _____ leadership style may be appropriate in turbulent environment.
(a) Transactional (b) Transformational
(c) Autocratic (d) None of these
- An organizational structure with constricted middle level is:
(a) Divisional structure (b) Network structure
(c) Hour Glass structure (d) Matrix structure
- You are the head of operations of a company. When you focus on total or aggregate management functions in the sense of embracing the integrated activities of a complete department et al, you are practicing:
(a) Strategic Control (b) Management control
(c) Administrative Control (d) Operations Control
- Which of the following would be chosen by the core strategist to implement operational control:
(a) Premise Control (b) Special Alert Control
(c) Implementation Control (d) Budgetary Control
- Compliance, Identification and Internalization are the three processes involved in:
(a) Refreezing (b) Defreezing
(c) Changing behaviour patterns (d) Breaking down old attitudes
- Which one is NOT a type of strategic control?
(a) Operational control (b) Strategic surveillance
(c) Special alert control (d) Premise control
- SK Co. operates a network of accounting training centres throughout Europe, the US and Australia. The business intends to enter developing markets in order to drive growth and has now decided to enter India which is 7,500 kilometres from the SK Co.'s UK headquarters. The Board has suggested

that it will require externally focused management information to move into India. Which of the following is an external factor(s) that the Board should consider while implementing its strategy?

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

8. Developing vision and mission, identifying an organisation's external opportunities and threats, and determining internal strengths and weaknesses are:

- (a) SBU planning
- (b) Strategy formulation
- (c) Strategy implementation
- (d) Business process reengineering

9. SK, the owner of SK boutiques, delegated tasks as per the competencies of her team. What is she covering here?

- (a) Risk
- (b) Work Culture
- (c) Employee friendly vision
- (d) Proper use of mission statement

10. After an earnest attempt to bring in a strategic change in your organisation, you, the operational head of SK ltd, succeeded but still your organisation couldn't achieve the desired competitive position in the market. Out of the following what could be the reason?

- (a) Strategy Formulation
- (b) Strategy Model
- (c) Strategy Implementation
- (d) Strategy Decision

11. Which of the following statements is not true about strategic decisions?

- (a) They need top-management involvement.
- (b) Involve commitment of organisational resources.
- (c) They are based on external environment
- (d) They have insignificant impact on the long-term prosperity

12. Who is a transformational leader?

- (a) Someone who is involved in organizational change.
- (b) A leader, who provides new ways of carrying out management.
- (c) A leader who inspires the workers to new levels by offering them a vision of a better future.
- (d) A leader who tries to transform their staff by giving them rewards for what they do.

13. Which of the following situations will most likely suit a transformational leader?

- (a) An organization that is in trouble.
- (b) A growing organization.
- (c) An organization in a stable environment.
- (d) An organization at the maturity stage of the product life cycle.

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15. A person who searched for business opportunity and starts a new enterprise to make use of that opportunity is called
- (a) Employee (b) Entrepreneur
(c) Intrapreneur (d) Investor
16. Which of the following is more radical organization design and is also called as non-structure which virtually eliminates in-house business functions and outsources many of them?
- (a) Network structure (b) Strategic business unit
(c) Hourglass structure (d) Simple structure
17. An entrepreneur is one who:
- (a) Initiates and innovates a new concept.
(b) Does not recognize and utilizes opportunities.
(c) Does not want to face risks and uncertainties.
(d) None of these.
18. In strategic management, there are two main styles of leadership. These are transformational and:
- (a) Transparent (b) Transitional
(c) Translational (d) Transactional
19. A corporation organized in network structure is often called
- (a) Virtual organization
(b) Hierarchical organization
(c) Structured organization
(d) Simple organization
20. S and K have proposed three distinct phases for development of matrix structure. These phases are (1) Cross-functional task forces (2) Product/brand management and (3)____.
- (a) Market/external management (b) Functional matrix
(c) Mature matrix (d) Internal management
21. S, the owner of SK boutiques, wanted to reduce uncertainty of their business strategy for which she gathered a lot of information from peers, groups, industry reports and experts. But it did not give her comfort to take up new strategies. What tool can help her in this regard?
- (a) Risk Analysis (b) BCG Analysis
(c) ADL Matrix (d) Scenario Analysis
22. SK, a western wear brand has contracted MK marketing firm from Singapore, product design team working as an outsource company from Mexico and Humans branding company taking care of its people's operations. What kind of structure is this?
- (a) Hourglass Structure (b) Outsourcing
(c) Network Structure (d) Tree Branch Structure

23. SK, a social media marketing firm introduced an AI based management tool that has the capabilities of managing teams across functions all while being creative. What is the most likely organizational structure post this implementation?
- (a) Divisional (b) Matrix
(c) Hourglass (d) Network
24. SK, a hearing aid manufacturer recently introduced an AI based management tool that has the capabilities of managing teams across functions. What could be their new organizational structure post this implementation?
- (a) Divisional Structure (b) Matrix Structure
(c) Hourglass Structure (d) Network Structure
25. Corporate culture refers to:
- (a) Company's values and beliefs (b) Company's business principles
(c) Internal work environment (d) All the above
26. Which of the following is not a phase in Kurt Lewin's Model of Change?
- (a) Changing (b) Deep freezing
(c) Refreezing (d) Unfreezing
27. After an earnest attempt to bring in a strategic change in your organization, you, the operational head of SK ltd, succeeded but still your organization couldn't achieve the desired competitive position in the market. Out of the following what could be the reason?
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(c) Strategy Implementation (d) Strategy Decision
28. SK Limited is a health provider and has only large, edge of town hospitals. It is considering setting-up additional small city center clinics capable of treating less-serious day cases. Which of the following will fall under "Strategy Implementation"?
- (1) Acquiring and fitting out clinics
(2) Hiring and/or transferring staff
(3) Publicity, so that patients know where and when to go
(4) Liaison with general practitioners and the main hospitals
- (a) Only (4) (b) (2) & (4)
(c) (1), (2) & (4) (d) (1), (2), (3) & (4)
29. Generally, result of strategic implementation are seen on which basis?
- (a) Short-term (b) Long term
(c) Both (a) & (b) (d) None of these
30. Which of these is the expression of growth ambition of the firm?
- (a) Strategic Vision (b) Corporate Mission
(c) Business Definition (d) Goals & Objective

- 31.** 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
- 32.** _____ means deciding what need to done in future & generating blueprint for action?
 (a) Implementation (b) Monitoring
 (c) Planning (d) Programing
- 33.** Which of these are central to strategic planning?
 (a) Vision & Mission (b) Mission & Business Definition
 (c) Goals & Objectives (d) Business Model & Definition
- 34.** 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
- 35.** 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
- 36.** 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
- 37.** 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
- 38.** Which is not involved in organizational analysis?
 (a) Technological resources (b) Productive Capacity
 (c) Social Effect (d) Research & development
- 39.** Which of these involves determination of the course of action to attain the predetermined objectives?
 (a) Implementation (b) Monitoring
 (c) Planning (d) Programming

Answer Key

1. (b)	2. (c)	3. (b)	4. (d)	5. (c)	6. (a)	7. (d)	8. (b)	9. (d)	10. (c)
11. (d)	12. (c)	13. (a)	14. (b)	15. (b)	16. (a)	17. (a)	18. (d)	19. (a)	20. (c)
21. (d)	22. (c)	23. (c)	24. (c)	25. (d)	26. (c)	27. (c)	28. (d)	29. (b)	30. (b)
31. (a)	32. (c)	33. (b)	34. (b)	35. (a)	36. (d)	37. (d)	38. (c)	39. (c)	