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# Question 1

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**Question Type:** MultipleChoice

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AAA is a car manufacturer which has undertaken a strategy to lobby a regional authority to include its flagship hybrid model in a regional initiative to grant low-emission cars access to faster moving vehicle lanes. These faster vehicle lanes were historically only available to cars carrying passengers. Given the benefits of AAA's low emission vehicles, AAA's cars were authorised to make use of the faster lanes, even when no passengers were on board providing AAA with a decisive competitive edge.

Which of the following strategies is AAA pursuing?

## Options:

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- A- An environmental strategy.
- B- A sustainability strategy.
- C- A non-market strategy.
- D- A market strategy

## Answer:

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C

## Question 2

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**Question Type:** MultipleChoice

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Company Y is a global business selling a selection of technological items including phones, laptops and other computer related items. In addition Y sells accessory items, music downloads, apps: digital books and video downloads including films and television series through a cooperative partnership with other companies, designed to create value for the customer.

Which of the following terms best describes what Y has created?

### Options:

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- A- Artificial intelligence
- B- A blockchain arrangement
- C- An entirely cloud based offering
- D- A digital ecosystem

### Answer:

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D

## Question 3

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**Question Type:** MultipleChoice

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An organisation which exists in a fast-changing industry with managers who dislike formal planning would be best suited to using which of the following strategy models?

**Options:**

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- A- Rational model
- B- Logical incrementalism
- C- Freewheeling opportunism
- D- Emergent approach

**Answer:**

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C

## Question 4

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**Question Type:** MultipleChoice

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YC is a government funded hospital specialising in degenerative hearing conditions YC is renowned for it's pioneering work resolving chronic ear problems and has, in the last year, conducted a record number of operations and achieved high levels of success. The excellent reputation of YC has led to high demand and a considerable strain on resources

Although last year the average cost per patient fell, and success rates far exceeded targets, overall spend increased significantly. YC hospital is expected to provide value for money (VFM). Which aspect of VFM has YC NOT managed to achieve in the last year?

**Options:**

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- A- Excellence
- B- Effectiveness
- C- Economy
- D- Efficiency

**Answer:**

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C

## Question 5

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**Question Type: MultipleChoice**

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Z is an organisation that designs and manufactures fibre optic connectors. It works closely with its suppliers and has built an online area that it uses to share documents, designs, and photographs with its suppliers. The area also facilitates real time communication with suppliers either via a computer or a mobile phone.

Which of the following best describes Z's online area?

**Options:**

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- A- An internet
- B- A multinet
- C- An intranet
- D- An extranet

**Answer:**

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D

## Question 6

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**Question Type:** MultipleChoice

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Which THREE of the following statements are valid when considering setting and developing objectives for Not For Profit Organisations (NFPOs)?

**Options:**

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- A-** NFP organisations use an approach based upon the three E's of efficiency, effectiveness and environment to set objectives
- B-** In NFP organisations efficiency and effectiveness are very important, but there is a risk efficiency becomes more important than service effectiveness
- C-** The objective setting exercise must balance the interests and concerns of all stakeholders, which may result in the NFP organisations setting a range of differing objectives.
- D-** Objectives will not be based on profit achievement but rather on achieving a particular response from various stakeholders.
- E-** In setting these objectives NFP organisations will never consult or seek wider participation from other interested groups

**Answer:**

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B, C, D

## Question 7

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**Question Type: MultipleChoice**

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Company V has obtained planning permission to build 20 wind turbines in town W. This will be a highly profitable project and help the Government in Country H meet targets for renewable energy. However, local residents and wildlife groups are extremely unhappy and have objected to the plans and threatened to cause disruption at the site of the proposed wind turbines once building work commences

Which THREE of the following activities should Company V use, according to Cyert and March, to resolve these conflicting stakeholder objectives?

**Options:**

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- A-** Continue to build the wind turbines despite attempts to overcome the objections of the locals and the wildlife groups
- B-** Negotiate with the wildlife groups to ensure their key concerns are understood, and implement an action plan to address concerns where appropriate
- C-** Make a donation of \$10,000 to town W as a contribution towards the construction of a new town hall.
- D-** Offer staff a bonus when the project is successfully completed
- D-** Negotiate a 5% reduction in the price of the blade manufacture.

**Answer:**

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A, B, C

## Question 8

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**Question Type: MultipleChoice**

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G sells technology-based wristbands that detect the duration and quality of an individual's sleep G's wristbands are available for sale through G's website only. Also on the website, G offers for sale sleepwear supplied by partner company. H. H pays G 10% of the sales revenue, when sales of its products are made through the G website Additionally, G allows a pillow company, D, to advertise on the G website for a small fee each month It does not facilitate sales of D's pillows through the G website.

Which of the following correctly identifies the three revenue models that G achieves through its website'?

**Options:**

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- A-** Licensing, trading, advertising
- B-** Transaction, commission, advertising
- C-** Transaction, subscription, advertising
- D-** Transaction, commission, trading

**Answer:**

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B

**Question 9**

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**Question Type: MultipleChoice**

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Johnson, Scholes and Whittington described three criteria

a. 'Suitability, Feasibility and Acceptability' to evaluate potential strategies. Which of the following statements relate to the three criteria?  
Select ALL that apply.

**Options:**

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- A-** Concerned with the expected performance outcome.
- B-** Concerned with whether the strategy addresses the circumstances in which an organisation is operating.
- C-** Concerned with the ability of the business to renew itself.
- D-** Concerned with the latest reported results
- E-** Concerned with whether the strategy could be made to work in practice.

**Answer:**

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A, B, C, E

## **Question 10**

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**Question Type: MultipleChoice**

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VW is a Non-Governmental Organisation (NGO) based in Country A, a mature economy. VWs mission is to provide food, agricultural tools and seeds, and low cost housing to the villagers in Country G: a deprived country that is suffering from the effects of civil war.

VW cannot change its mission nor adopt any strategies that would be incompatible with that mission.

VW depends on funding from the Government of Country A, donations from private organisations, and donations from the general public. However, these donations have fallen considerably in recent years due to the environmental factors listed below.

Which THREE of the environmental factors should VW develop strategies to address?

### **Options:**

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- A-** The appointment of a leader in Country G who is known to be hostile to Country A.
- B-** A global banking crisis that has caused a recession and unemployment in VWs home country
- C-** Resentment in Country A of the tactics used by the professional fund raisers employed by NGOs.
- D-** Media reports that donations to NGOs are being spent on the wrong things.
- E-** A new government in VWs home country that has limited knowledge of its work

### **Answer:**

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B, D, E

## Question 11

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**Question Type:** MultipleChoice

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STU is a government funded university in Country V. The senior management team of STU uses the 3 E's approach (Economy, Efficiency and Effectiveness) to evaluate the performance of the university and to set performance measures.

Which of the following measures would be categorised as a measure of the 'Effectiveness' of STU, based upon the 3 E's approach?

### Options:

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- A- Percentage of students leaving STU with a first class degree.
- B- Average class size.
- C- Expenditure per department.
- D- Lecturer to student ratio.

### Answer:

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A

## Question 12

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**Question Type: MultipleChoice**

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GQF is an exclusive fashion retailer. GQF has built its strong name and reputation upon its high price and exclusive image. It has recently attempted to increase sales by expanding into lower-priced clothing sales in department stores. It has also allowed its name to appear on a number of licensed products such as perfume and watches. Many customers who would not normally purchase GQF products have shown a high level of interest in these lower-priced products and in the last twelve months, sales have increased dramatically. GQF's shareholders have expressed their satisfaction with the results.

However, over the same period, sales of its high priced, exclusive branded goods have fallen as some of its traditional, loyal customers have become disillusioned by the lack of exclusivity of the GQF brand.

Which of the following criteria have been achieved by the strategy adopted by GQF?

**Options:**

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- A- Suitable, Acceptable and Feasible
- B- Acceptable and Feasible
- C- Suitable and Acceptable
- D- Feasible and Suitable

**Answer:**

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B

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