

458928837 Strategic Management MCQ Multiple Choice Questions on Strategic Management pdf converted

Masters of business administration (Vinoba Bhave University)

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Strategic Management MCQ: Multiple Choice Questions and Answers on Strategic Management

1. The fundamental purpose for the existence of any organization is described by its

a. policies

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b. mission

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c. procedures



d. strategy

Ans. b

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2. The fundamental purpose of an organization's mission statement is to

a. create a good human relations climate in the organization

b. define the organization's purpose in society

c. define the operational structure of the organization

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d. generate good public relations for the organization

Ans. b

3. The acronym SWOT stands for

a. Special Weapons for Operations Timeliness

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b. Services, Worldwide Optimization,
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and Transport

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- c. Strengths Worldwide Overcome **Threats**
- d. Strengths, Weaknesses, Opportunities, and Threats

Ans. d

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- 4. Which of the following is not a characteristic of strategic management that makes it different from other types of management?
- a. It is interdisciplinary.
- b. It has an external focus.
- c. It has an internal focus.

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d. It concerns the present direction of the organization.

Ans. d

- 5. Which of the following is an issue considered in developing corporate strategies?
- a. What business(es) are we in? Flawless

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- b. What direction are we going?
- c. What resources do we have to implement our strategies?
- d. What businesses are we in and what to do with those businesses?

Ans. c

- 6. Which of the following is NOT a major element of the strategic management process?
- a. Formulating strategy
- b. Implementing strategy
- c. Evaluating strategy
- c. Assigning administrative tasks

Ans. d

- 7. Competitive advantage can best be described as:
- a. increased efficiency.
- **b.** what sets an organization apart.
- **C.** a strength of the organization. 40 Movies That Are Considered To Be Almost Flawless
- **d.** intangible resources.

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Ans. a	
8is	sthe
foundation of blue ocean st	strategy.
a. Innovation	
b. Value creation	
c. Value innovation	
d. value cost trade-off	
Ans. c	
9. The various organization routines and processes that determine how efficiently a effectively the organization transforms its inputs into a are called:	at and n
a. strengths.	
b. core competencies.	
c. capabilities.	
d. customer value.	
Ans. b	40 Movies That Are Considered To Be Almost
10. When defining strategic	
nagement the most imp	ortant Read Next Story
ng to remember is that it	is:

- a. Not as easy as you think
- b. Mainly the province of senior managers
- c. A living evolving process
- d. More conceptual than practical
- e. A way of determining responsibilities

Ans. c

11. An organisation's strategy:

- a. remains set in place longer than the mission and objectives
- b. generally forms over a period of time as events unfold
- c. tends to be formed at the same time the mission is developed and objectives are formulated
- d. is usually conceived at a single time when managers sit down and work out a comprehensive strategic plan for the next 3-5 years

Ans. b

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12. The primary focus of str⁹ management is:

- a. strategic analysis
- b. the total organisation
- c. strategy formulation
- d. strategy implementation.

Ans. b

13. Which of the following is not an advantage of strategic management?

- a. It provides organisations with a clearer sense of direction and purpose
- b. It helps improve the political, economic, social and technological environment of the organisation
- c. It helps orientate management decisions to relevant environmental conditions
- d. It helps organisations be proactive rather than reactive

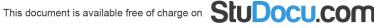
Ans. b

14. Which of the following defines 40 Movies That Are Considered To Be Almost what business or businesses the firm is in or should be in? Gloriousa |

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a. Business str



- b. Corporate strategy
- c. Functional strategy
- d. National strategy

Ans. b

15. Which of the following defines how each individual business unit will attempt to achieve its mission?

- a. Business strategy
- b. Corporate strategy
- c. Functional strategy
- d. National strategy

Ans. a

16. Which of the following focuses on supporting the corporate and business strategies?

- a. Competitive strategy
- b. Corporate strategy
- c. Operational strategy
- d. National strategy

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e. Mission strategy

Ans. c

17. Which one of the following is not a primary task of strategic managers?

- a. Establishing strategic objectives
- b. Developing the steps to follow in implementing operational level plans
- c. Defining the business and developing a mission
- d. Developing a strategy
- e. Implementing and evaluating the chosen strategy

Ans. b

18. The task of strategy choice involves:

a. developing plans and activities which will improve the organisation's performance and competitive position

b. determining how the organisation can

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be more market and efficiency oriented

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c. monitoring whether the organisation is achieving good financial norformance

d. keeping the organisation free of debt

Ans. a

19. Which one of the following is at the core of strategic management?

- a. Choosing which organisational objectives to focus on
- b. Being alert for opportunities to change work responsibilities
- c. Adapting the organisation to a changing external environment
- d. Choosing whether to make decisions autocratically or on the basis of participation

Ans. c

20. The corporate level is where top management directs:

- a. all employees for orientation
- b. its efforts to stabilize recruitment needs
- c. overall strategy for the entire organization
- d. overall sales projections

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Ans. c

21. The three organizational levels are:

a. corporate level, business level, functional level

b. corporate level, business unit level, functional level

c. corporate strategy level, business unit level, functional level

d. corporate strategy level, business level, specialist level

Ans. a

22. Which of the following is an example of competing on quick response?

a. a firm produces its product with less raw material waste than its competitors

b. a firm offers more reliable products than its competitors

c. a firm's products are introduced into
the market faster than its competitions

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d. a firm's research and develop ment department generates many ide as for

new products

Ans. c

23. Which one of the following is NOT included in the Porter's Five Forces model:

- a. Potential development of substitute products
- b. Bargaining power of suppliers
- c. Rivalry among stockholders
- d. Rivalry among competing firms

Ans. c

24. What is meant by the term 'Stakeholder'?

- a. A person who is not related with a business.
- b. A person who is related with a business.
- c. A person who owns a business.
- d. A person who purchases the shares of

a business.

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Ans. b

25. Of the following, which one would NOT be considered one of the components of a mission statement?

- a. The target market for XYZ is oil and gas producers as well as producers of chemicals.
- b. XYZ shall hire only those individuals who have with sufficient educational levels so as to be of benefit to our customers
- c. The customers of XYZ shall include global and local consumers of gas and oil products and domestic users of nontoxic chemicals
- d. The technologies utilized by XYZ shall focus upon development of alternative sources of gas and oil so as to remain competitive within the industry

Ans. b

26. The strategic management process is

a. a set of activities that will assure a temporary advantage and average Movies That Are Considered To Be Almost **Flawless** returns for the firm. Gloriousa | Sponsored

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- b. a decision-making activity concerned with a firm's internal resources, capabilities, and competencies, independent of the conditions in its external environment.
- c. a process directed by topmanagement with input from other stakeholders that seeks to achieve above-average returns for investors through effective use of the organization's resources.
- d. the full set of commitments, decisions, and actions required for the firm to achieve above-average returns and strategic competitiveness..

Ans. d

27. The goal of the organization's ______ is to capture the hearts and minds of employees, challenge them, and evoke their emotions and dreams.

- a. vision
- b. mission
- c. culture
- d. strategy

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Ans. a

28. A firm's mission

a. is a statement of a firm's business in which it intends to compete and the customers which it intends to serve.

b. is an internally-focused affirmation of the organization's financial, social, and ethical goals.

c. is mainly intended to emotionally inspire employees and other stakeholders.

d. is developed by a firm before the firm develops its vision.

Ans. a

29. The environmental segments that comprise the general environment typically will NOT include

- a. demographic factors.
- **b.** sociocultural factors.

c. substitute products or services 40 Movies That Are Considered To Be Almost **Flawless**

d. technological factors.

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30. An analysis of the economic segment of the external environment would include all of the following EXCEPT

- a. interest rates.
- b. international trade.
- c. the strength of the U.S. dollar.
- d. the move toward a contingent workforce.

Ans. d

31. Product differentiation refers to the:

- a. ability of the buyers of a product to negotiate a lower price.
- b. response of incumbent firms to new entrants.
- c. belief by customers that a product is unique.
- d. fact that as more of a product is produced the cheaper it becomes per unit.

Ans. c

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32. Which of the following is NOT an entry barrier to an industry?

- a. expected competitor retaliation
- b. economies of scale
- c. customer product loyalty
- d. bargaining power of suppliers

Ans. d

33. Switching costs refer to the:

a. cost to a producer to exchange equipment in a facility when new technologies emerge.

b. cost of changing the firm's strategic group.

c. one-time costs suppliers incur when selling to a different customer.

d. one-time costs customers incur when buying from a different supplier.

Ans. d

34. New entrants to an industry

are more likely when (i.e., e Howes That Are Considered To Be Almost barriers are low when...)

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a. it is difficult to gain access to distribution channels.

b. economies of scale in the industry are high.

c. product differentiation in the industry is low.

d. capital requirements in the industry are high.

Ans. c

35. Suppliers are powerful when:

a. satisfactory substitutes are available.

b. they sell a commodity product.

c. they offer a credible threat of forward integration.

d. they are in a highly fragmented industry.

Ans. c

36. The highest amount a firm can charge for its products is most directly affected by

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a. expected retaliation from competitors ponsored

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b. the cost of substitute products.

- c. variable costs of production.
- d. customers' high switching costs.

Ans. b

37. All of the following are forces that create high rivalry within an industry EXCEPT

- a. numerous or equally balanced competitors.
- b. high fixed costs.
- c. fast industry growth.
- d. high storage costs.

Ans. c

- 38. According to the five factors model, an attractive industry would have all of the following characteristics EXCEPT:
- a. low barriers to entry.
- b. suppliers with low bargaining power.
- c. a moderate degree of rivalry among competitors. 40 Movies That Are Considered To Be Almost

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d. few good product substitutes.



Ans. a	
39. Internal analysis enables firm to determine what the f	
a. can do.	
b. should do.	
c. will do.	
d. might do.	
Ans. a	
40. An external analysis ena- firm to determine what the f	
a. can do.	
b. should do.	
c. will do.	
d. might do.	
Ans. d	
41is/are the sou	rce of
a firm's, which is	
the source of the firm's	
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a. Resources, capabilities, core competencies	Gloriousa Sponsored Read Next Story

- b. Capabilities, resources, core competencies
- c. Capabilities, resources, above average returns
- d. Core competencies, resources, competitive advantage

Ans. a

42. In the airline industry, frequent-flyer programs, ticket kiosks, and e-ticketing are all examples of capabilities that are

- a. rare.
- b. causally ambiguous.
- c. socially complex.
- d. valuable.

Ans. d

43. Firms with few competitive resources are more likely

- a. to not respond to competitive actions.
- b. respond quickly to competiti 40 Movies That Are Considered To Be Almost Flawless

actions. Gloriousa | Sponsored

- c. delay responding to competitive actions.
- d. respond to strategic actions, but not to tactical actions.

Ans. c

- 44. Competitors are more likely to respond to competitive actions that are taken by
- a. differentiators.
- b. larger companies.
- c. first movers.
- d. market leaders.

Ans. d

- 45. What can be defined as the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives?
- a. Strategy formulation
- b. Strategy evaluation
- c. Strategy implementation

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- d. Strategic management
- e. Strategic leading

Ans. d

46. Which of the following is not a cultural product?

- a. Rites
- b. Emotions
- c. Rituals
- d. Sagas
- e. Symbols

Ans. b

47. Which individuals are most responsible for the success and failure of an organization?

- a. Strategists
- b. Financial planners
- c. Personnel directors
- d. Stakeholders

e. Human resource managers

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Ans. a

48. Which of the following is an element of a firm's remote external environment?

- a. Competition
- b. Political agencies
- c. Suppliers
- d. Trade union

Ans. b

49. Long-term objectives should be all of the following except:

- a. measurable.
- b. continually changing.
- c. reasonable.
- d. challenging.
- e. consistent.

Ans. b

making?

50. What are guides to deci 40 Movies That Are Considered To Be Almost **Sflawless**

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a. laws

- b. rules
- c. policies
- d. procedures
- e. goals

Ans. c

51. According to Greenley, strategic management offers all of these benefits except that

- a. it provides an objective view of management problems.
- b. it creates a framework for internal communication among personnel.
- c. it encourages a favorable attitude toward change.
- d. it maximizes the effects of adverse conditions and changes.
- e. it gives a degree of discipline and formality to the management of a business.

Ans. d

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52. The vision and mission Gloriousa | Sponsored statement can often be found



Ans. b
53. Which group would be classified as a stakeholder?
a. Communities
b. Banks
c. Suppliers
d. Employees
e. All of these
Ans. e
54. The process of performing an external audit needs to include:
a. only top level managers, as it's a
planning function. 40 Movies That Are Considered To Be Almost Flawless
b. as many managers and employees as possible. Read Next Story

a. in the SEC report.

b. in annual reports.

c. on customer receipts.

d. on supplier invoices.

e. on community news bulletins

- c. primarily front-line supervisors
- d. between 15 to 20 managers for it to be valid
- e. stockholders and external government agencies

Ans. b

55. Which of the following is not a stage of strategy formulation techniques?

- a. Formulation Framework
- b. Matching stage
- c. External factor evaluation
- d. Decision stage

Ans. b

56. ST Strategies is an important strategy to

- a. Match weakness with opportunities of the firm
- b. Overcome external threats

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c. Obtain benefit from its resour Casiousa | Sponsored



d. Overcome its weakness and reducing threats

Ans. b

57. The immediate external environment includes:

- a. Divisions
- b. S. B. U. s
- c. Competitors
- d. Management

Ans. c

58. The _____comprises economic and social conditions, political priorities and technological developments, all of which must be anticipated, monitored, assessed and incorporated into the executive's decision making.

- a. Internal environment
- b. Task environment
- c. Operating environment
- d. Societal environment

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Ans. d 59. Strategic management involves directing, __ and controlling of a company's strategy-related decisions and actions. a. Financing; marketing b. Planning; financing c. Planning; organizing d. Marketing; planning Ans. c 60. A strategy is a company's a. Value statement b. Pricing policy c. Game Plan to outsmart competitor d. Long-term objective

Ans. c

61. Strategy-formulation concepts

and tools

and type of organizations

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a. Do not differ greatly for differ ent size

- b. Differ greatly for different size and type of organizations
- c. Do not differ greatly for profit or nonprofit organizations but differ in small and large organizations
- d. None of the mentioned options

Ans. a

62. Annual objectives

- a. Are not critical to success
- b. Serve as guidelines for action, directing and channeling efforts and activities of organization members
- c. Are not important for employee motivation and identification
- d. Do not provide a basis for organizational design

Ans. b

63. Annual objectives

- a. Need not to be consistent
- b. Should be easily achievable
- c. Should be measurable

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d. Should be confidential and not to be communicated throughout the organization

Ans. c

64. Which of the following resources is used by all organizations to achieve desired objectives?

- a. Financial resources,
- b. Physical resources,
- c. Human resources
- d. All of the mentioned options

Ans. d

65. Strategic management is

- a. A pure science.
- b. Based mainly on intuition.
- c. Needed mainly when organizational performance falls.
- d. Based on the use of quantitative and qualitative information. 40 Movies That Are Considered To Be Almost **Flawless**

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Ans. d Read Next Story

66. Large-scale, future-oriented
plans, for interacting with the
competitive environment to
achieve company objectives refers
to its

- a. Strategy
- b. Goals
- c. Competitive analysis
- d. Dynamic policies

Ans. a

67. Strategic issues require which level of management decisions?

- a. Operative
- b. Top
- c. Front-line
- d. Middle

Ans. b

68. Which of these basic questions should a vision statement answer?

a. What is our business?

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,

b. Who are our employees?

c. Why do we exist?	
d. What do we want to become?	
Ans. d	
69is not part of an external audit.	
a. Analyzing competitors	
b. Analyzing financial ratios	
c. Analyzing available technologies	
d. Studying the political environment	
Ans. b	
11119. 13	
70. Strategic management process activate in the sequence of	
70. Strategic management process activate in the sequence	
70. Strategic management process activate in the sequence of a. Environmental scanning, Strategy formulation, Implementation, control	
 70. Strategic management process activate in the sequence of a. Environmental scanning, Strategy formulation, Implementation, control and evaluation b. Strategy formulation, Environmental scanning, Implementation, control and 	Considered To Be Almost Read Next Story

d. Strategy formulation, Implementation, control, evaluation, Environmental scanning

Ans. a

71. KAPKAL Power's interested to achieve a 10 percent return on equity (ROE) in their core electric utility, 14 percent ROE on water resource operations, and 15 percent ROE on support businesses. It is ______

- a. Mission
- b. Strategy
- c. Objective
- d. Policy

Ans. c

72. "A possible and desirable future state of an organization" is called:

- a. Mission
- b. Vision
- c. Strategy implementation

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d. None of above

Ans. b

73. Strategic decisions are based
on what
managers,
rather than on what
thev .

- a. Know; forecast
- b. React to; anticipate
- c. Forecast; know
- d. Compromise with; analyze

Ans. c

74. "To improve economic strength of society and function as a good corporate citizen on a local, state, and national basis in all countries in which we do business". This is a mission statement that contains:

- a. Self-concept
- b. Economic concern
- c. Products or Services
- d. Concern for Public Image

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75. Strategic-management audit is known as:		
a. Environmental scanning		
b. Strategy formulation		
c. Strategy control		
d. Strategy evaluation		
Ans. a		
76. Forecasting tools can be broadly categorized into two groups. Those are:		
a. Qualitative, Operational		
b. Quantitative, Operational		
c. Qualitative, Quantitative		
d. Regression and time series analysis		
Ans. c		
77identifies a		
firm's major competitors and their		
particular strengths and		
weaknesses in relation to a sample		
Flawless	t Are Considered To Be Almost	
a. Competitive Profile Matrix	Read Next Story	

- b. External Factor Evaluation matrix
- c. Internal Factor Evaluation Matrix
- d. Boston consulting group matrix

Ans. a

- 78. Organizing means an identifiable group of people contributing their efforts towards the attainment of same goal. It is important at the time of:
- a. Environmental scanning
- b. Strategy formulation
- c. Strategy Implementation
- d. Strategy evaluation

Ans. c

79. In a turbulent and competitive free enterprise environment, a firm will succeed only if it takes a(n) towards change.

- a. Reactive
- b. Proactive

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c. Anti-regula This document is available free of charge on StuDocu.com

d. Vision and not mission

Ans. b

80. Which statement best describes intuition?

- a. It represents the marginal factor in decision-making.
- b. It represents a minor factor in decision-making integrated with analysis.
- c. It should be coupled with analysis in decision-making.
- d. It is better than analysis in decisionmaking.
- e. It is management by ignorance.

Ans. c

81. What are the means by which long-term objectives will be achieved?

- a. Strategies.
- b. Strengths.
- c. Weaknesses.

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d. Policies.

e. Opportunities.

Ans. a

82. Which of these basic questions should a vision statement answer?

- a. What is our business?
- b. Who are our employees?
- c. Why do we exist?
- d. What do we want to become?
- e. Who are our competitors?

Ans. d

83. When an industry relies heavily on government contracts, which forecasts can be the most important part of an external audit.

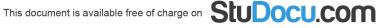
- a. economic
- b. political
- c. technological
- d. competitive

e. Multinational

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Ans. b 84. _____is not part of an external audit. a. Analyzing competitors b. Analyzing financial ratios q. Analyzing available technologies d. Studying the political environment e. Analyzing social, cultural, demographic and geographic forces Ans. b 85. Which individuals are most responsible for the success and failure of an organization? a. Strategists b. Financial planners c. Personnel directors d. Stakeholders e. Human resource managers 40 Movies That Are Considered To Be Almost **Flawless** Ans. a Gloriousa | Sponsored **Read Next Story**

86. Long-term objectives should be all of the following except:

- a. Measurable.
- b. Continually changing.
- c. Reasonable.
- d. Challenging.
- e. Consistent.

Ans. b

87. What are guides to decision making?

- a. laws
- b. rules
- c. policies
- d. procedures

a. Communities

e. goals

Ans. c

88. Which group would be

classified as a stakeholder? 40 Movies That Are Considered To Be Almost

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c. Suppliers		
d. Employees		
e. All of the given options		
Ans. e		
89. Typically how many strategic decision levels are in the corporate decision-making hierarchy?		
a. 3		
b. 4		
c. could be more than 5		
D. 2		
Ans. a		
90. Which type of trend can be exemplified by the increasing numbers of two- income households in a society?		
a. Social		
b. Economicc. Cultural	40 Movies That Are Considered To Be Almost Flawless Gloriousa Sponsored Read Next Story >	
	ACRU MEAT STOLY	

b. Banks

d. Technological

Ans. b

91. External assessment is performed in which of the strategic management phase?

- a. Strategy formulation stage
- b. Strategy implementation stage
- c. Strategy evaluation stage
- d. All of the given options

Ans. a

92. Political variables have a significant effect on

- a. Strategy formulation and implementation
- b. Strategy formulation and evaluation
- c. Strategy implementation and evaluation
- d. Strategy formulation, implementation and evaluation

Ans. a

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93. Strategic decisions ostensibly commit the firm for

- A. 1 -2 years
- b. The short term
- c. one years
- d. A long time, typically five years

Ans. d

- 94. Social responsibility is a critical consideration for a company's strategic decision makers since
- a. Stockholders demand it
- b. The mission statement must express how the company intends to contribute to the societies that sustain it
- c. It increases a company's profits
- d. It helps make decisions

Ans. b

95. "The perfect search engine

would understand exactly well-lawless Would understand exactly well-lawless you mean and give back ex what you want", this state

included in the mission sta

tement

of an online firm and is showing which one of the following components?

- a. Self-concept
- b. Concern for public image
- c. A declaration of attitude
- d. Philosophy

Ans. b

96. Which of the following are signs of weakness in a company's competitive position?

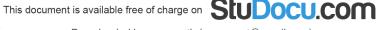
- a. A return-on-equity is below 25% and earnings per share of less than Rs. 2.00
- b. A price set by the firm higher than its rivals
- c. A declining market share, poor product quality and few sales in market
- d. Lower revenues and profit margin and narrow product line than the market leader

Ans. c

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97. It directs at developing new products before compatitor



improving product quality or at improving manufacturing processes to reduce costs.

- a. Marketing
- b. Opportunity analysis
- c. Research and development
- d. Management

Ans. c

98. "Identifying and evaluating key social, political, economic, technological and competitive trends and events". Which of the followings best describes this statement?

- a. Developing an effective mission statement
- b. Conducting an internal audit
- c. Performing an external audit
- d. Formulating strategy

Ans. c

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99. What is the central purpose Sponsored strategic evaluation?

- a. Evaluate effectiveness of strategy to achieve organisational objectives.
- b. Evaluate effectiveness of control system to measure achievements.
- c. Evaluate effectiveness of strategies to be implemented efficiently.
- d. Evaluate effectiveness of the strategy implementation process.

Ans. a

100. Strategy evaluation at level involves using specific performance measures-qualitative and quantitative-for each functional area.

- a. organizational
- b. operational
- c. functional
- d. production

Ans. c

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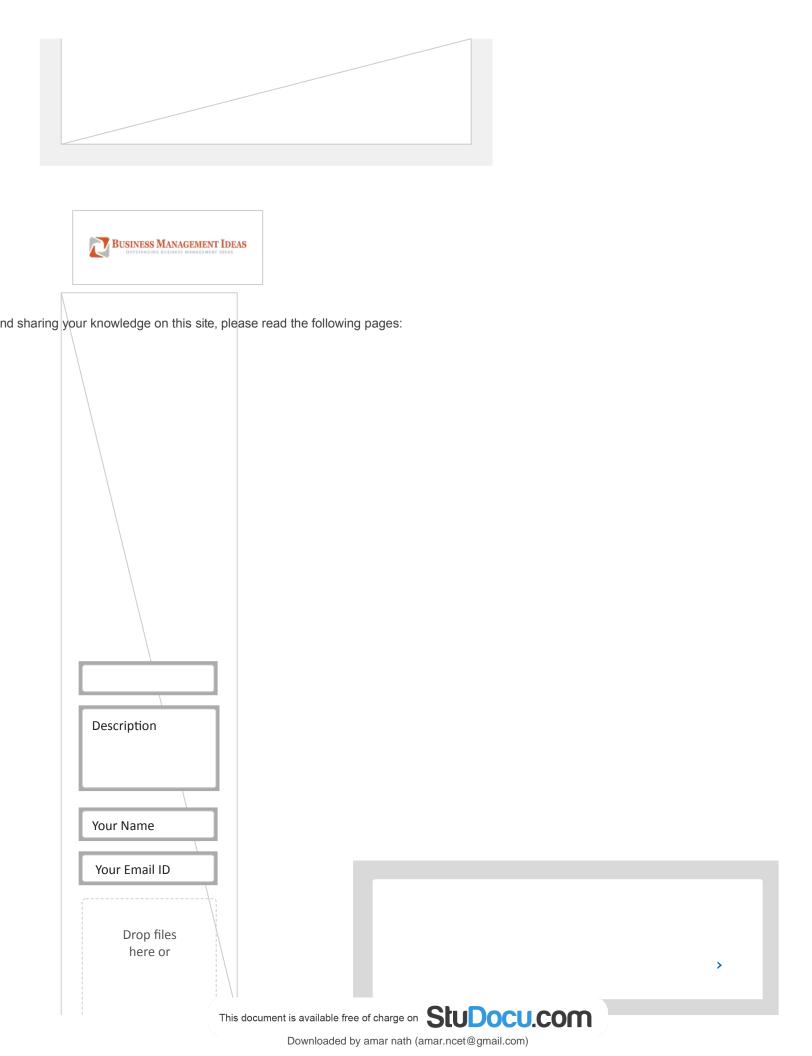
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