1. Define strategic management in your own words.

2. Differentiate between a company's vision statement and its mission statement.

3. List the three main stages of the strategic management process.

4. Explain what is meant by "strategic intent."

5. Identify the key stakeholders of a typical public corporation.

6. Using Apple Inc. as an example, illustrate how its mission statement guides its product development.

7. You are the CEO of a declining bookstore chain. Describe the initial steps you would take to initiate a formal strategic management process.

8. A local restaurant has no formal strategy; it simply reacts to competitors. Explain how you would explain the long-term benefits of strategic planning to its owner.

9. Critically analyze the relationship between corporate governance and strategic management success. Explain if a good strategy can exist with weak governance.

10. "Strategic management is only for large corporations." Debate this statement.

11. Analyze how the power dynamics between a Board of Directors and a charismatic CEO can impact strategic direction.

12. Create a persuasive presentation script for employees, arguing why a newly hired Chief Strategy Officer is crucial for the company's future.

13. Imagine a non-profit organization. Develop a vision and mission statement that effectively motivates both paid staff and volunteers.

14. Describe the purpose of a PESTEL analysis.

15. Discuss the "Five Forces" in Porter's industry analysis framework.

16. Describe "strategic capability" and provide two examples.

17. Explain the difference between tangible and intangible resources.

18. Describe SWOT analysis and explain how its matrix is structured.

19. Apply the PESTEL framework to analyze the macro-environment for the electric vehicle industry in the next five years.

20. Using Porter's Five Forces, assess the attractiveness of the streaming services industry (e.g., Netflix, Disney+).

21. Conduct a basic value chain analysis for a coffee shop chain like Starbucks, identifying key primary and support activities.

22. For a smartphone manufacturer, identify 3 key strengths and 2 critical weaknesses in a SWOT context.

23. Apply the VRIO framework to evaluate the sustainability of Amazon's logistics network as a competitive advantage.

24. Critique the limitations of SWOT analysis. Suggest how it can be made more rigorous and actionable

25. Compare the insights gained from a PESTEL analysis versus an Industry Life Cycle analysis for the renewable energy sector.

26. Analyze how the concept of "dynamic capabilities" changes the way we view traditional resource-based views.

27. "The threat of new entrants is the most significant force in most digital industries." Analyze this statement with examples.

28. Describe how the concept of "strategic fit" between internal capabilities and external environment creates both opportunities and risks.

29. You have discovered a gap in the market for an AI-powered educational tutor. Design a comprehensive external analysis plan to validate this opportunity.

30. Develop a customized internal audit checklist for a family-owned manufacturing business to assess its operational capabilities.

31. Based on a Five Forces analysis showing high supplier power and intense rivalry, propose three strategic moves a company could make to improve its position.

32. Define generic strategies as proposed by Michael Porter.

34. Explain what is meant by "corporate-level strategy."

35. Differentiate between related and unrelated diversification.

36. Explain what the "BCG Growth-Share Matrix" used for.

37. Describe the "Ansoff Matrix" and its four growth strategies.

38. Apply Porter's generic strategies to classify the strategies of Walmart, Rolex, and Tesla. Justify your classification.

39. A software company with one successful product is considering diversification. Use the Ansoff Matrix to suggest its four possible strategic paths.

40. Place the following business units of a conglomerate into the BCG Matrix: a declining cash cow, a promising but cash-intensive startup, and a stable star.

41. For a brewery acquiring a chain of pubs, identify the type of corporate strategy (direction) being used and its potential rationale.

42. Explain how a cost leadership strategy could dictate different operational decisions compared to a differentiation strategy for a furniture company.

43. Critically evaluate the risks of a "stuck in the middle" strategy. Explain if it is always avoidable.

44. Analyze the conditions under which vertical integration (backward or forward) becomes a compelling corporate strategy.

45. Compare the portfolio management approach of the BCG Matrix with the parenting approach of the Corporate Strategy Canvas. Explain which is more suitable for a complex multinational.

46. "Diversification is often a sign of managerial ego rather than shareholder value creation." Discuss.

47. Explain how the concept of core competence informs and constrains choices in corporate diversification.

48. You are the CEO of a mid-sized dairy company. Formulate three distinct strategic options for growth over the next decade, each leveraging a different direction from the Ansoff Matrix.

49. Propose a new, hybrid generic strategy for the era of social media and direct-to-consumer sales, explaining how it combines elements of cost and differentiation.

50. Create a set of decision criteria a Board of Directors should use when evaluating a proposal for unrelated diversification.

51. List the four main directions for strategy (from Ansoff, but in directional terms: market penetration, etc.).

52. Describe strategic alliance and joint venture. Explain the key difference.

53. Explain what a merger is and how it differs from an acquisition.

54. Describe the term "strategic outsourcing."

55. A pharmaceutical company needs to enter a foreign market with strict regulatory barriers. Recommend and justify a method of development.

56. For a company pursuing market development (new market, existing product), compare the pros and cons of using a joint venture versus a wholly-owned subsidiary.

57. You are advising a restaurant chain on market penetration. Suggest three tactical methods to achieve this.

58. Analyze the primary reasons why mergers and acquisitions so often fail to deliver their anticipated value.

59. Compare the long-term strategic implications of developing a capability organically versus acquiring it. Explain how time horizon and resource availability factor in.

60. "Strategic alliances are marriages of convenience that often end in divorce." Analyze the key success factors that prevent this outcome.

61. Critically assess the risks of strategic outsourcing, particularly regarding loss of control and innovation.

62. Discuss three common criteria used for evaluating strategic options.

63. Explain the concept of "acceptability" in the Suitability, Acceptability, Feasibility (SAF) framework.

64. Explain the "cost-benefit analysis" in the context of strategy selection.

65. Describe "risk" and "return" as they pertain to strategic choices.

66. Discuss the role of stakeholder mapping in evaluating strategy acceptability.

67. Apply the SAF framework to evaluate two strategic options: Option A (high-risk, high-reward new product launch) and Option B (low-risk, market extension).

68. Using a simple scoring model (rate 1-5), evaluate three potential new office locations based on criteria of cost, talent pool, and infrastructure.

69. Perform a basic stakeholder analysis for a strategy that involves closing a factory. Explain who are the key stakeholders and what their likely reactions are.

70. A strategy promises a 20% market share but requires significant debt. Assess its acceptability from a financial risk perspective.

71. Explain how you would assess the feasibility of a global expansion strategy for a small but innovative software firm.

72. Critically analyze the tension between quantitative financial criteria (like ROI) and qualitative strategic criteria (like market positioning) in strategy selection.

73. "The best strategy is often the one with the most internal political support, not the one with the highest net present value." Debate this statement.

74. Compare the utility of decision trees versus scenario planning for evaluating strategies in an uncertain environment.

75. Explain how corporate culture acts as a filter through which all strategic options are evaluated.

76. Explain Chandler's proposition: "structure follows strategy."

77. Describe the key features of a matrix organizational structure.

78. Define "strategic control" and differentiate it from operational control.

79. Discuss Key Performance Indicators (KPIs) and how they relate to strategy.

80. List the 7-S Model (McKinsey) framework elements.

81. A company with a functional structure adopts a diversification strategy. Describe the structural changes this might necessitate.

82. Apply the 7-S Model to diagnose potential implementation problems in a company with a new, innovative strategy but an old, rigid hierarchy.

83. For a strategy focused on customer intimacy, propose three relevant KPIs for the sales and service departments.

84. Explain how you would align the HR recruitment policy to support a strategy based on technological innovation.

85. Analyze why a brilliantly formulated strategy often fails during implementation. Explain the most common barriers.

86. Compare the effectiveness of a traditional budgetary control system versus a balanced scorecard for guiding strategic implementation.

87. "In the digital age, organizational structure is becoming more important than ever, but it looks nothing like traditional hierarchies." Analyze this shift towards networks and teams.

89. Explain how the concept of "resource allocation" becomes a political process that can derail strategy implementation.

90. Critically assess the role of middle managers as the crucial "linking pins" between strategy formulation and execution.

91. Propose a new organizational structure for a traditional bank that wants to become more agile and digital-focused. Explain your design choices.

92. Describe what is meant by "agile strategy" in contrast to traditional five-year strategic planning.

93. Explain the concept of "business ecosystem" and name two companies that operate within one.

94. Describe how digital transformation fundamentally changes a company's value proposition.

95. Explain what a platform strategy is and how it differs from a traditional pipeline business model.

96. Explain the term "blue ocean strategy" in your own words.

97. Analyze why traditional competitive advantages based on scale and efficiency are becoming less sustainable in the digital age.

98. Compare and contrast the strategic implications of owning assets versus orchestrating networks in today's economy.

99. "The most valuable resource is no longer oil, but data." Critically analyze this statement from a strategic perspective.

100. Explain how the shortening of strategy cycles (from 5 years to 1-2 years) has changed the role of the corporate strategist.

101. Analyze the paradox that modern strategy requires both relentless focus on a core vision and constant adaptation to disruption.

102. Apply the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) framework to develop strategic principles for a retail company facing rapid market changes.

103. You are advising a traditional automobile manufacturer. Explain how you would apply ecosystem thinking to their strategy for electric and autonomous vehicles.

104. Using the concept of "ambidexterity," design an organizational approach for a newspaper company to manage its declining print business while growing its digital presence.

105. Apply "blue ocean strategy" thinking to identify a potential uncontested market space in the higher education sector.

106. Explain how you would use "scenario planning" to help a fossil fuel energy company develop strategies for three different possible futures over the next 15 years.

107 Define economic globalization and identify three key drivers that have accelerated it since 1990.

108. Explain the concept of "comparative advantage" and provide a simple example.

109. Differentiate between absolute and comparative advantage in international trade theory.

110. Describe how containerization revolutionized global trade patterns.

111. Explain what is meant by the "global division of labor."

112. Analyze how the COVID-19 pandemic exposed vulnerabilities in global supply chains and what this means for future globalization.

113. Compare the "Washington Consensus" approach to globalization with more recent "managed globalization" approaches.

114. "Globalization has primarily benefited multinational corporations at the expense of local communities and workers." Critically evaluate this statement with evidence.

115. Analyze the relationship between technological advancement (especially in communications) and the pace of economic globalization.

116. Describe how the rise of emerging economies (like China and India) has changed the traditional patterns and power dynamics of global trade.

117. Apply the "CAGE Distance Framework" (Cultural, Administrative, Geographic, Economic) to analyze why a US retail company might struggle to enter the Japanese market.

118. You are a consultant for a medium-sized European manufacturer. Develop a globalization risk assessment matrix identifying political, economic, and operational risks.

119. Using the Product Life Cycle theory, trace how a product like smartphones has moved through different stages of globalization in production and consumption.

120. Explain how you would advise a company to restructure its supply chain to balance the efficiency of globalization with the resilience needed for geopolitical shocks.

121. Apply the concept of "arbitrage" to explain why a company might locate its R&D in one country, manufacturing in another, and customer service in a third.

122. Create a decision-making framework for when a company should pursue a standardized global product versus adapting products for local markets.

123. Propose a new model of "inclusive globalization" that a corporation could adopt to ensure local communities benefit from its global operations.

124. Differentiate between international, multinational, global, and transnational strategies as described by Bartlett and Ghoshal.

125. Describe the Uppsala Model of internationalization and its stages.

126. Analyze why some companies succeed with "glocalization" while others fail, either by over-standardizing or over-adapting.

127. Compare the strategic advantages and disadvantages of using Greenfield investments versus acquisitions as market entry modes.

128. "The liability of foreignness is decreasing in the digital age." Critically evaluate this statement with examples from e-commerce and digital services.

129. Analyze how a company's choice between export, licensing, joint venture, or wholly-owned subsidiary entry modes changes based on country risk and cultural distance.

130. Explain how the international experience and mindset of top management ("international orientation") affects a firm's internationalization strategy and success.

131. Apply the "integration-responsiveness framework" to determine the optimal strategy for a fast-food company expanding into Southeast Asia.

132. You are advising a Brazilian cosmetics company on entering the African market. Explain the market entry mode you would recommend and give reasons why.

133. Describe a free trade area and give two examples.

134. Differentiate between a customs union and a common market.

135. Explain the primary strategic advantages for a company operating within a trade bloc like the EU or USMCA.

136. Describe the concept of "rules of origin" and why they matter in trade bloc agreements.

137. Explain what trade diversion is and how it relates to trade blocs.

138. Analyze the strategic implications for multinational corporations of the United Kingdom's exit from the European Union (Brexit).

139. Compare the strategic approaches a company might take when operating within ASEAN versus operating within the European Union.

140. "Regional trade blocs are building blocks, not stumbling blocks, to fuller globalization." Debate this statement.

141. Analyze how the rise of mega-regional trade agreements (like the CPTPP or RCEP) changes global strategy for multinational corporations.

142. Explain how the existence of overlapping trade blocs create both complexity and opportunity for corporate strategy.

143. Advise a company facing new non-tariff barriers (e.g., differing standards) within a trade bloc that is supposed to have eliminated barriers.

144. A company outside a major trade bloc is facing discrimination. Describe the strategic options it has to overcome this disadvantage

145. Describe Corporate Social Responsibility (CSR) and distinguish it from philanthropy.

146. Explain the difference between shareholder theory and stakeholder theory.

147. Describe what is meant by "ethical dilemma" in a business context and provide an example.

148. Analyze Milton Friedman's statement that "the social responsibility of business is to increase its profits." Explain if this view is still defensible today.

149. Compare the instrumental view of CSR (as a means to profit) with the normative view (as an ethical obligation). Explain which of the two views is more compelling for guiding corporate behavior.

150. "Strategic CSR must be integrated into the core business model, not treated as a side activity." Analyze what this integration looks like in practice.

151. Explain how increased transparency (via social media and the internet) changes the cost-benefit analysis of unethical corporate behavior.

152. Critically assess the effectiveness of voluntary CSR initiatives versus government regulation in addressing issues like climate change or inequality.

153. Apply the "Four Responsibilities of Business" model (economic, legal, ethical, philanthropic) to analyze a recent corporate scandal of your choice.

154. Explain how globalization complicates the enforcement of corporate ethical standards.

155. Discuss the UN Sustainable Development Goals (SDGs) and explain how are they relevant to corporate strategy.

156. Describe the concept of "base of the pyramid" (BOP) strategies.

157. "In a world of global supply chains, a company's ethical responsibility extends to its entire network, not just its direct employees." Critically debate the limits of this responsibility.

158. Analyze whether a truly ethical and sustainable global corporation is possible within the current capitalist system, or if systemic change is required.