ACCA STRATEGIC BUSINESS LEADER (SBL) PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

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How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. Which aspect is crucial for effective stakeholder management?

A. Ignoring feedback to maintain company direction.
B. Creating strategies that benefit only top management.
C. Engaging with stakeholders to understand their needs and expectations.
D. Focusing only on financial stakeholders.

2. What are the stages of Lewin's three-stage model for managing change?

A. Planning, Executing, Reviewing
B. Defining, Measuring, Implementing
C. Unfreezing, Change, Refreezing
D. Initiating, Transitioning, Closing

3. What is the focus of a post-implementation review?

A. The project management team performance
B. How well the project met its stated objectives
C. The final cost compared to initial budgets
D. Resource allocation during the project

4. What are organizational strategies for managing diversity?

A. Implementing strict uniform hiring practices
B. Creating inclusive policies and promoting equity
C. Encouraging a homogenous workforce for unity
D. Restricting diversity initiatives to upper management

5. Which of the following best describes a tangible asset?

A. A brand trademark
B. A patent
C. A piece of machinery
D. A company's goodwill

6. Which of the following is an option for long-term finance?

A. Overdraft
B. Venture capital
C. Short term loan
D. Trade credit

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7. Why is the TARA model critical for businesses?

A. It defines corporate strategy
B. It helps manage organizational change
C. It assists in risk management
D. It evaluates market attractiveness

8. What do "stars" generally require to maintain their market position?

A. Minimal investment and resources
B. Heavy investment to sustain growth
C. Increased pricing strategies
D. Focus on cost-cutting measures

9. What is the purpose of a business model canvas?

A. To visualize promotional strategies
B. To help develop and visualize a business model
C. To conduct employee performance evaluations
D. To create financial projections

10. Which approach is essential for businesses that prioritize cost control?

A. Luxury branding strategy
B. Value-added service strategy
C. No frills strategy
D. Quality-first strategy

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Answers

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1. C
2. C
3. B
4. B
5. C
6. B
7. C
8. B
9. B
10. C

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Explanations

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1. Which aspect is crucial for effective stakeholder management?

A. Ignoring feedback to maintain company direction.

B. Creating strategies that benefit only top management.

C. Engaging with stakeholders to understand their needs and expectations.

D. Focusing only on financial stakeholders.

Engaging with stakeholders to understand their needs and expectations is fundamental for effective stakeholder management because it fosters collaboration and trust. By actively listening to stakeholders, organizations can identify priorities, concerns, and insights that may influence their operations and strategic directions. This engagement helps to create a dialogue where stakeholders feel valued and included, which can lead to stronger relationships, enhanced loyalty, and increased support for organizational initiatives. When stakeholders' needs and expectations are acknowledged and addressed, it allows the organization to align its goals with those of various stakeholders, thus creating a more sustainable and resilient business model. This approach not only contributes to the organization's reputation but also minimizes risks associated with stakeholder dissatisfaction, which can arise when their voices are not heard. In contrast, ignoring feedback, focusing solely on the interests of top management, or prioritizing only financial stakeholders can lead to misalignment with the broader stakeholder community. This can result in disengagement, negative perceptions, and potentially damaging consequences for the organization's long-term success. Therefore, actively engaging with stakeholders is essential for fostering positive relationships and ensuring the organization's objectives are mutually beneficial.

2. What are the stages of Lewin's three-stage model for managing change?

A. Planning, Executing, Reviewing

B. Defining, Measuring, Implementing

C. Unfreezing, Change, Refreezing

D. Initiating, Transitioning, Closing

Lewin's three-stage model for managing change is widely recognized in change management theory and consists of three distinct phases: Unfreezing, Change, and Refreezing. The Unfreezing stage involves preparing the organization for change by recognizing the need for change and creating an awareness of the current state that needs to be altered. This is crucial for overcoming the resistance to change that employees may feel. The Change stage is where the transition occurs. This phase involves the actual process of making the change, implementing new behaviors, processes, or ways of thinking. During this period, support and training help integrate these changes into the organization's daily operation. Finally, Refreezing is about solidifying the new state after the change has been made. This ensures that the new ways of operating become the norm and are supported by the organizational culture moving forward. Sustainability of the change is the focus here, ensuring that the new practices are maintained over time. In contrast, the other options do not accurately represent Lewin's model. They describe various project management or change processes but lack the specific framework and stages outlined by Lewin. This highlights the importance of understanding the foundational theories of change management and how they are structured into recognizable stages.

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3. What is the focus of a post-implementation review?

A. The project management team performance

B. How well the project met its stated objectives

C. The final cost compared to initial budgets

D. Resource allocation during the project

A post-implementation review primarily concentrates on evaluating how well the project met its stated objectives. This assessment is crucial as it looks at the overall success of the project in delivering the expected outcomes and benefits as initially defined in the project scope. The review seeks to determine whether the project has effectively addressed the needs it set out to fulfill and whether it has provided value to the organization. This involves analyzing various performance metrics and stakeholder feedback to understand the alignment between the actual results achieved and the anticipated goals. The insights gained can inform future projects and contribute to organizational learning, enabling continuous improvement in project management practices. While evaluating project management team performance, measuring the final cost against initial budgets, and analyzing resource allocation are also important aspects of project evaluation, they are secondary to the primary focus of determining whether the project achieved its intended objectives. These other factors may provide context and contribute to understanding the overall success of the project, but they do not represent the main goal of a post-implementation review.

4. What are organizational strategies for managing diversity?

A. Implementing strict uniform hiring practices

B. Creating inclusive policies and promoting equity

C. Encouraging a homogenous workforce for unity

D. Restricting diversity initiatives to upper management

Creating inclusive policies and promoting equity is a fundamental organizational strategy for managing diversity. This approach ensures that all employees feel valued and respected, fostering an environment where diverse perspectives can thrive. When organizations create inclusive policies, they establish frameworks that support diverse hiring, career development, and equitable treatment for all employees, regardless of their background. This strategy not only enhances job satisfaction and employee engagement but also drives innovation and better decision-making by incorporating diverse viewpoints. Promoting equity means addressing any existing disparities and ensuring fair opportunities for all individuals, which is crucial for successfully managing diversity within the workplace. In essence, such policies contribute to a more dynamic organizational culture that leverages diversity as a strength rather than viewing it as a challenge.

5. Which of the following best describes a tangible asset?

A. A brand trademark

B. A patent

C. A piece of machinery

D. A company's goodwill

A tangible asset is a physical item that has a measurable value and can be touched or seen. This includes items such as buildings, vehicles, equipment, and machinery. In this case, a piece of machinery fits this definition perfectly since it is a physical asset used in the production of goods or services. On the other hand, the other choices represent intangible assets. A brand trademark, a patent, and goodwill do not have physical substance and cannot be physically touched. Instead, they hold value through their legal rights and brand recognition, which are indispensable to a company's competitive position and potential income generation. Therefore, the characteristics of tangible assets align clearly with the piece of machinery, making it the best option.

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6. Which of the following is an option for long-term finance?

A. Overdraft

B. Venture capital

C. Short term loan

D. Trade credit

Venture capital is a well-suited option for long-term finance as it involves investment from firms or individuals who provide capital to start-ups and small businesses that exhibit high growth potential in exchange for equity or convertible debt. This funding is typically utilized to support business development for an extended period, often until the business becomes self-sustaining or can be sold for a profit. In contrast, the other options are primarily short-term or immediate financing solutions. An overdraft allows businesses to withdraw more money than they have in their bank account, providing short-term liquidity. A short-term loan is designed to be repaid within a year and typically addresses immediate financial needs. Trade credit refers to the extension of credit by suppliers to businesses, allowing them to buy now and pay later, which is also a short-term financing mechanism.

7. Why is the TARA model critical for businesses?

A. It defines corporate strategy

B. It helps manage organizational change

C. It assists in risk management

D. It evaluates market attractiveness

The TARA model is critical for businesses primarily because it assists in risk management. The model comprises four components: Transfer, Accept, Reduce, and Avoid, which provide a structured approach for organizations to identify, assess, and respond to risks effectively. By utilizing this framework, businesses can evaluate potential risks associated with their operations and strategies, enabling them to make informed decisions that mitigate negative impacts. This proactive approach not only safeguards the organization's assets and reputation but also supports strategic planning and operational efficiency. In the context of the other options, while defining corporate strategy, managing organizational change, or evaluating market attractiveness are essential business considerations, they do not specifically address the core function of the TARA model. The model's explicit focus on the various methods of handling risks distinguishes it as a vital tool in the overall strategy and operation of a business, making risk management its most critical function.

8. What do "stars" generally require to maintain their market position?

A. Minimal investment and resources

B. Heavy investment to sustain growth

C. Increased pricing strategies

D. Focus on cost-cutting measures

"Stars" are products or business units that exhibit high growth and have a significant market share in their respective industries. Maintaining their market position is crucial to capitalize on this growth potential. Typically, stars require heavy investment to sustain their expansion, as the demand is high, and they need to continue investing in marketing, production capabilities, and innovation to fend off competition and maintain or increase their market share. Investing in these areas helps ensure that the product or unit can keep meeting consumer demand while also supporting further growth initiatives that can eventually lead to dominance in the market. By continually investing, stars can also fend off emerging rivals and adapt to market changes effectively, which is essential for long-term success. The other options do not align with the typical characteristics of stars. Minimal investment would leave a star vulnerable to competitors; increased pricing strategies, while useful in some contexts, are not the primary focus for sustaining market position; and cost-cutting measures could be detrimental to a star's growth potential, as they would hinder investment in innovation and marketing.

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9. What is the purpose of a business model canvas?

A. To visualize promotional strategies

B. To help develop and visualize a business model

C. To conduct employee performance evaluations

D. To create financial projections

The purpose of a business model canvas is to help develop and visualize a business model. This strategic management tool provides a structured framework that allows entrepreneurs and business leaders to outline and map out the key components of their business model in a clear and concise manner. It includes essential elements such as value propositions, customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. By visualizing these components on a single page, stakeholders can better understand how all aspects of the business interconnect and how value is created and delivered to customers. This holistic view facilitates strategic discussions, aids in identifying potential weaknesses or opportunities, and serves as a dynamic blueprint that can be adjusted as the business evolves. Promotional strategies, employee performance evaluations, and financial projections are important aspects of a business, but they are not the primary focus of the business model canvas. This tool emphasizes the overall business strategy and operational framework rather than specific functional areas. Thus, utilizing a business model canvas is a foundational step in establishing a clear vision for the business's direction and its operational strategy.

10. Which approach is essential for businesses that prioritize cost control?

A. Luxury branding strategy

B. Value-added service strategy

C. No frills strategy

D. Quality-first strategy

The approach that is essential for businesses prioritizing cost control is the no-frills strategy. This strategy focuses on providing basic products or services without any additional features or enhancements that could increase costs. By eliminating unnecessary expenses and concentrating on the core offering, businesses can keep their prices competitive and provide value to cost-conscious customers. In a no-frills approach, companies often streamline their operations and reduce overhead, which contributes to maintaining low prices. This is particularly vital in highly competitive markets where customers may be more price-sensitive. Businesses utilizing this strategy typically emphasize efficiency and simplicity, ensuring that they meet customer needs without incurring extra costs. In contrast, luxury branding and value-added service strategies involve elements that inherently drive up costs. A luxury branding strategy focuses on high-quality materials, exclusivity, and premium pricing, which does not align with cost control priorities. Similarly, a value-added service strategy enhances the product or service offering, which can also increase costs. The quality-first strategy, while aiming for high standards, may not necessarily prioritize cost control either, as it might require substantial investment in materials and processes.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

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We wish you the very best on your exam journey. You've got this!

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