KCB | 40 YEARS of Excellence in Governance Education

Examination Question Matrix

Development of Strategy

Syllabus Area	Jun-26	Nov-25	Jun-25	Nov-24	Jun-24	Nov-23	Jun-23	Nov-22	Jun-22	Nov-21	Jun-21	Nov-20	Nov-19
Case study - Part A													
Company name	Redwyns LLP	HEIF (Hadrian Ethical Investment Fund)	FHF / GFF	ETI	EcoZen Harmony	Western Fine Foods Limited	Solid Ground Limited	PureChocFare Scotland Ltd	Sour Bake Ltd	Castle Engineering Limited	OFFAPART plc	Home4All Ltd	Solacium Hotels plc
Sector	Legal services (Law firm)	Ethical Investment / Financial Services	Food & Beverage / International Trade	Diverse Vehicle Engineering	Artificial Intelligence	Chain of Supermarkets	Specialists in concrete	Ethical craft chocolate	Artisan Bakery	UK Engineering/Oil & Gas/Mining	AIM Listed Property Company	Housing Association	5 Star Tourism
Geography	Liverpool; 9 offices across NW, NE, SW,	UK	Nantes, France (Multinational)	Bristol	Belfast	Bristol	Middlesborough	Lochranza, Isle of Arran	Newtown, Wales	Yorkshire Based	Northern England	Alpha	Europe & North West Africa
Section A - Strategy and strategic planning (15%)													
1 - Nature of strategy and planning													
Nature of organisational structure		Q2) Organisational culture and purpose shaping strategic decision-making at HEIF	Q1) Strategic planning tools applied to combined GFF/FHF entity		Q1) Mintzberg 5P's theory, Spender, Maccoby (strategic intelligence), Argyris (ladder of inference)	Q5) Mintzberg 5P's theory	Q4) Mintzberg 5P's theory, Spender, Maccoby	Q1) Mintzberg 5P's theory, Spender, Maccoby Q5) Mintzberg 5P's theory, Spender, Maccoby	Q1) Mintzberg 5P's Q6) Mintzberg 5Ps	Q1) Mintzberg 5P's	Q3) Mintzberg 5P's theory, Spender, Maccoby		
Traditional structural forms													
Emerging structural forms													
Determining appropriate structure													
2 - Strategic management													
Rational strategy		Q3) SAF evaluation of three strategic alternatives (status quo, conditional diversification, climate-only focus)	Q6a) Strategic challenges for NCS - rational strategy development				Q4) Deliberate and emergent strategies	Q1) Deliberate and emergent strategies Q5) Johnson Aspects of Strategic Management	Q1) Johnson Aspects of Strategic Management (P24), Deliberate process or rational strategy (Johnson)	Q1) Johnson Aspects of Strategic Management			
Emergent strategy													
Rational v Emergent and other models													
Organisational contexts													
Economic conditions													
3 - Developing Strategy													
Strategic leadership	assess benefits and limitations, and prepare a SWOT for	leadership and purpose - mission drift risk vs strategic agility	3 strategic priorities from FHF acquisition (SWOT)	Q4) SWOT Analysis Q5a) SWOT Analysis	Q6) SWOT Analysis		Q6) SWOT Analysis		Q1) SWOT Analysis				Q4) Models of leadership/Change Agent
Systems and strategy													
People and strategy													
Strategic actions													
Section B - The external environment (15%)													
4 - The external environment													
Analysing the operational environment	external environment; prioritise most significant factors; evaluate influence on	environment analysis using two tools (PESTEL / Porter's 5 Forces) - geopolitical shifts, ESG	environment analysis using PESTEL; market growth and supply chain resilience	Q1) PESTEL, Megatrends, Uncertainty analysis, forecasting	Q2) PESTEL	Q1a) PESTEL, Forecasting & Scenario planning		Q3a) PESTEL Q5) PESTEL	Q1) PESTEL	Q1) PESTEL Q5a) PESTEL		Q1) External environment, Scenario planning	
Behavioural forces and game theory													
5 - Strategic capability and competencies													
Sources of strategic capability		HEIF's ethical brand, track record, member base Q5) Internal environment analysis for Beacon Project	environment analysis - strategic capability and competencies (resources, infrastructure, IP)	Q3) Skills development, capabilites and competencies	Q6) PESTEL and SWOT Analysis, SAFEe framework, Porter's Generic Strategy	Q1b) VRIN or VRIO Assessment, McKinsey's 7's, SWOT Q5) PESTEL and SWOT	Q1) VRIO Assessment, Gap Analysis, SWOT/TOWS	Q1) Porter's Generic Strategy Model Q3b) VRIO Assessment Q5) VRIO Assessment, SWOT	Q1) VRIO assessment Q3b) Porter's Generic Strategy Model	Q5b) VRIO/VRIN assessment, SWOT Analysis	Q5) Porter's Value Chain Analysis	Q5) Rational and Emergent View	Q2a) VRIO, Capabilities & competencies
Achieving and sustaining competitive advantage		suitability of each strategic option for	FHF vs GFF internationalisation										
Assessing strategic capability													
Managing strategic capability													
Section C - Impact of culture, governance and purpose on strategy (30%)													
6 - Strategy and organisational culture													
Culture and history		Q2) HEIF's founding ethical culture and 20-year history shaping resistance to motion 1 (defence/dual-use)	Q2a) Integration challenges - contrasting FHF (decentralised) and GFF (hub-and-spoke) cultures	Q6) Johnson's Cultural Web	Q1) Explicit connection between culture and strategy and the critical relationship Q3a) Creating & maintaining organisational culture Q3b) Deal & Kennedy - six elements	Q2) Johnson's cultural web, Organisational culture	Q2a) Johnson's cultural web	Q6a) Johnson's cultural frame of reference, Johnson's cultural Web 6b) Grinyer & Spender, Handy (power and management struggles)	Q2a) Importance of culture, Johnson's cultural web, Goldsmith and Clutterbuck strong culture or Kotter and Heskett weak unhealthy culture, Grinyer and Spender 'Forces of culture', Harrison and Handy 'cultural types' 2b) Laurent on national culture, Barney culture as a competitive advantage, Schein 'monitoring system' Q3a) Strategic Drift	Q2a) Handy's cultural types Q2b) Johnson's cultural web			Q6) Models of culture, Hofstede, Schein, Johnson, Wearden, Harrison and Handy, Deal and Kennedy, Johnson's cultural web
Understanding culture	**Q6a) Analyse organisational culture of PSL and FCL using 2+ models - Harrison & Handy (1993) cultural types, Deal & Kennedy (1982), Johnson cultural web (2017), Schein (1985), Hart (1992)**												
Importance of culture		Q2) Importance of values-led culture to HEIF's member identity and staff cohesion											
Creating, sustaining and changing culture		Q2) Risk of mission drift if culture/purpose compromised; sustaining culture through strategic change	Q2a) Managing cultural integration post-acquisition										
Organisational culture and national culture			Q2a) National culture differences (UK/French HQ) and operational culture in 40 countries										
7 - The governing body and strategy													
Corporate governance and strategy	Q2b) Role of Company Secretary in supporting effective stakeholder engagement and governance		Q2b) Stakeholder engagement to shape future strategy; regulatory compliance (EU CSDD, supply chain mapping)	Q5a) Stakeholder mapping, Risk Matrix, Compliance Committee Q5b) Governance Risks, CA 2006 S172 & S 173, likilhood and impact, compliance policies, dealing with regulatory bodies, reputational damage, financial risks, legal risks, risk mitigation	Q1) Risk & Limitations Q5a) Stakeholder Resistance Q5b) Sustainability integration	Q3) Types of governance structures, Stakeholder mapping, Primary & Secondary expectations, Different perspectives of organisational risk Q5) Risk Management	Q2b) Role of the director, Strategy-Control-Risk Q3a) Stakeholder mapping, Lynch primary and secondary expectations, Risk and mitigation Q6) Operational, reputational and other risks	Q2) Corporate governance, 2018 Guidance on Board Effectiveness 4a) Risk management and types of risk 4b) Identification, Evaluation, Mitigation, High Risk High Impact	Q1) Risk matrix Q4a) Governance Matrix, Companies Act, Need for expertise Q4b) 2018 Guidance on Board Effectiveness, risk management and types of risk Q5) Stakeholder management, engagement, community, stakeholder map, Lynch model of primary and secondary, Safe framework Q6) 5x5 risk matrix	Q3) Stakeholder mapping, Governance Matrix, Types of organisational risk	Q2) Risk appetite, Types of organisational risk Q6a) Types of Stakeholder and Stakeholder mapping		
Stakeholder expectations	Q2b) Structured stakeholder engagement plan - stakeholder identification and prioritisation, methods of engagement and communication approaches	Q4) Stakeholder resistance - younger retail investors vs institutional members with fiduciary duty Q5) Beacon Project stakeholder landscape	Q2b) Engaging stakeholders (governments, farmers, investors, communities) to shape strategy Q5) JH Jewellery stakeholder expectations re: ethical supply chain										
Risk, reputation and strategy													
8 - Expressing organisational purpose													
Strategy and organisational importance	organisational purpose through strategic vision and mission (Company	purpose and investment principles as strategic anchor;		Q4) Purpose, vision and mission	Q1) SMART Thinking Q3b) Defining Values & Purpose	Q2) Strategic Mission - Ashridge Mission Model		Q5) Vision, mission, objectives and strategies	Q1) Vision, mission, objectives and strategies	Q2a) Strategic Mission		Q2a) Triple Bottom Line Q2b) Strategic Mission	Q5) Strategic Mission
Elements of organisational purpose	Features/characteristics, value and importance of vision and mission (2+ theories each) - Bennis & Nanus (1985), Lynch	Q2) Investment principles document, AGM motion mechanism, five-year review cycle as elements of purpose											
Statements of purpose - benefits and issues	statements - benefits and issues - Argenti	rigid exclusionary purpose and strategic											

9 - Business ethics and social responsibility													
The meaning of ethics		Q2) Ethical lens applied to dual-use technology (motion 1) - changing ethical interpretations in geopolitical context	Q5) JH Jewellery ethical dilemma - child labour, environmental practices	Q5a) Sustainability Q5b) Ethically correct route		Q4b) Carroll's pyramid of CSR	Q6) Code of ethics, Chryssides and Kaler dimensions of ethics	Q2) Ethics monitoring and management, Ethics panel, community action group				Q6a) Ethics - scope and dimensions	
Business ethics in the development of strategy			making frameworks applied to supplier										
Corporate social responsibility as part of strategy			options: continue with reform vs terminate										
Sustainability as part of strategy		Q1) Climate resilience investment as strategic focus (motion 2) Q3) SAF evaluation of climate-only strategy option	Q5) Sustainability as strategic priority for JH Jewellery; Q1) GFF/FHF sustainability and supply chain resilience										
Social business and creating shared value													
Role of individuals and managers													
Section D - Assessing alternative strategies (15%)													
10 - Strategic choices													
The scope of strategic choice		Q3) Three strategic options: status quo, conditional diversification, climate resilience focus - SAF evaluation	Q1) Strategic priorities for combined GFF/FHF entity Q6a) Strategic choices for NCS - Ansoff, diversification into new markets	Q2) Ansoff growth matrix, BCG Matrix Q3) Synergy, business units, centralisation, decentralisation	Q4) Business Development Division 5b) Ansoff and a Dedicated Division 6) Ansoff Matri, Blue/Red Ocean, Porters Internationalisation strategies, BCG Portfolio	Q6) Strategic direction Q5) Ansoff	Q1) existing strategy and proposed new strategy. Ansoff, Red/Blue Ocean, Porter essence of strategy	Q5) Ansoff	Q2b) Porter's Diamond model of international business Q6) Ansoff, Porters Diamond	Q4a) Porter & Garvin's eight dimensions of differentiation quality Q5a) Strategic Direction Q6) Porter's Diamond model of international business, Porter's International strategies	Q6b) Drivers of Internationalisation	Q3a) Scope of strategic choice, Johnson 2007, Ansoff Matrix, Direction, Options for Competitive Advantage, Porter's Model	Q1) Strategic choice, Today to Future Q3a) Options for Competitive Advantage, Porter's Model
Driving the business forward													
Business-level strategy													
Corporate-level strategy and strategic models		strategy choice for HEIF; Q6) NorthBridge	strategy: GFF hub-and-spoke vs FHF asset-										
Internationalisation as a strategic option		Q6) NorthBridge: globally distributed vs regionalised strategy under protectionist trade policies	Q4) Critically evaluate two internationalisation approaches (FHF decentralised local investment vs GFF centralised contracts); recommendations for combined entity										
11 - Strategy development													
Strategic pathways	strategic pathways in light of LeAlgal Ltd (AI firm) proposal - organic growth, acquisition, strategic alliance	Q5) Beacon Project: strategic pathway balancing cultural values and commercial sustainability	Q4) Partnerships, alliances and M&A as strategic pathways; GFF acquisition of FHF as distressed sale	Q2) Partnerships & Alliances Q3) Partnerships & Alliances	Q4) Partnerships Q5b) Partnerships & Alliances				Q6) Approaches to growth - Organic, Acquisition, Alliance		Q4a) Strategic Pathways - Organic, Acquisition, Strategic Alliance - Advantages and Disadvantages	Q3b) Strategic Pathways - Organic, Acquisition, Strategic Alliance - Advantages and Disadvantages	
Evaluating strategic options	SAF criteria (Suitability, Acceptability, Feasibility); includes governance and risk considerations and	Q3) SAF framework (Suitable, Acceptable, Feasible) applied to HEIF's three strategic alternatives											
Section E - Implementing strategy (15%)													
12 - Organisational structure and design													
The nature of operational structure		Q6) NorthBridge: organisational structure across four international hubs adapting to geopolitical disruption	Q6b) Organisational structure for NCS to safeguard current business while developing new lines	Q3) Matrix structure, Hybrid structure	Q4) Joint Venture or Spin-Off Entity, Cross-Functional Collaboration Model 5b) New Structure		Q4) Joint Venture, Divisional structure, Virtual structure Q5) Organisational structure - Parent company, Divisional, Matrix					Q4) Determining appropriate structures, Handy, Mintzberg, Centralisation	
Traditional structural forms													
Emerging structural forms													
Determining appropriate structures		Q6) Appropriate structure and controls for NorthBridge in unstable protectionist market											
13 - Strategic control and performance management													
Strategy, risk and control		Q1) Concentration risk, regulatory risk (green tech subsidies), geopolitical risk facing HEIF Q6) NorthBridge strategic controls	Q1) Risk management - geopolitical risk, tariffs, currency fluctuations, supply chain risk	Q4) The Balanced Scorecard Q5a) Gap Analysis, Internal Audit, Assessment Q5b) Assessment, Internal Controls, Effective Controls	Q1) Benchmarking Q3b) Continuous feedback and monitoring	Q4a) The Balanced Scorecard				Q4a) Performance and effectiveness Q4b) The Balanced Scorecard, European Quality Framework Management Model	Q1) The Balanced Scorecard		Q1) Performance measures Q2b) The Balanced Scorecard
Implementation of strategy			Q6b) Implementation of new structure and strategy for NCS										
Performance and effectiveness - concepts, issues & approaches													
Nature of management control													
Strategic control, concept and models	Q5) Evaluate 3+ strategic control approaches, measures and tools with a recommendation - Simons (1995) control processes, single/double feedback loop, gap analysis, HACCP, KPIs, Fitzgerald & Moon (1991) results & determinants framework												
Balanced scorecard as a strategic control method	as a strategic control method												
Section F - Managing Change (10%)													
14 - Managing strategic change - the process dynamic													
The cause of and need for change		motion 1 (conditional diversification) is adopted - geopolitical					Q2a) Lewin Force Field Analysis Q5) Lewin Force Field Analysis		Q3b) Lewin Force Field Analysis	Q2b) Lewin Force Field Analysis			Q3b) Lewin Force Field Analysis
Understanding the context and process of change		generational/professional divide among											
15 - Managing strategic change - the people dynamic													
Roles in the change process		Q4) Change management challenges at all levels - CEO, CRO, CIO, staff association, communication team	Q2a) Managing change through GFF/FHF integration - resistance, change management	Q6) Resistence , Kotter 8 Stages of Change	Q1) Kotter 8 stages of change (Sense of urgency) Q3a) Styles of Leadership Q3b) Leadership Development 5a) Kanter's 10 reasons for resistance	Q2) Kotter 8 stages of change	Q2a) Kanter's 10 reasons, Kubler-Ross 5 stages of grief, Kotter 8 stages of change Q5) Mintzbery Cube Change, Beer 6 steps, Kotter 8 stages, Pettigrew & Whip (1991) - 5 factors, Change Programme, Finger on the pulse, Transformational Leadership	Q6b) Kotter's 8 stages of change	Q3b) Kubler-Ross - 5 stages of the grief model, Kanter's 10 reasons for resistance	Q2b) Kubler-Ross - 5 stages of the grief model, Kotter's 8 stages of change	Q4b) Different methods for managing change	Q6b) Kanter's 10 reasons for resistance, Kubler-Ross 5 stages of grief, Kotter 8 stages of change	
Managing effective change strategically	Q6b) Managing strategic change following merger of PSL and FCL	Q4) Tactics to maintain cohesion and morale through diversification change											
Levers for strategic change													
Managing human resistance to change		Q4) Overcoming resistance from different stakeholder groups (younger retail investors, NGOs, staff, institutional members)											
Managing strategic change effectively	Q6b) Two change models/theories/processes - Mintzberg (2008) Change Cube, Beer et al (1990) 6 steps, Kotter (1995) 8 stages, Pettigrew & Whipp (1991) 5 factors												