

Business Seminar – Exam Structure and Preparation

Exame Structure – 29 May 2025
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Exam Structure

The Exam structure: 3 Groups:

Part I – 12 X multiple choice

Part II – 1 X Issue Tree

Part III – 3 X Open Questions (250 words) Theoretical Classes Topics

Exception: Entrepreneurship; Career Management

Exam duration: 1h30m

Group I – Examples

Digital

1. In order to increase the likelihood of success in the digital era a company should do all the following, except:
 - (a) Create ring-fenced units with all resources and required accountability and establish very clear KPIs
 - (b) Think not just digital extensions but also digital transformation of the core business and make bold moves
 - (c) Be constrained by current capabilities at start and plan the strategy accordingly**
 - (d) Think big, take risks, test and learn, move fast

Group 2 – Issue Tree Questions - Examples

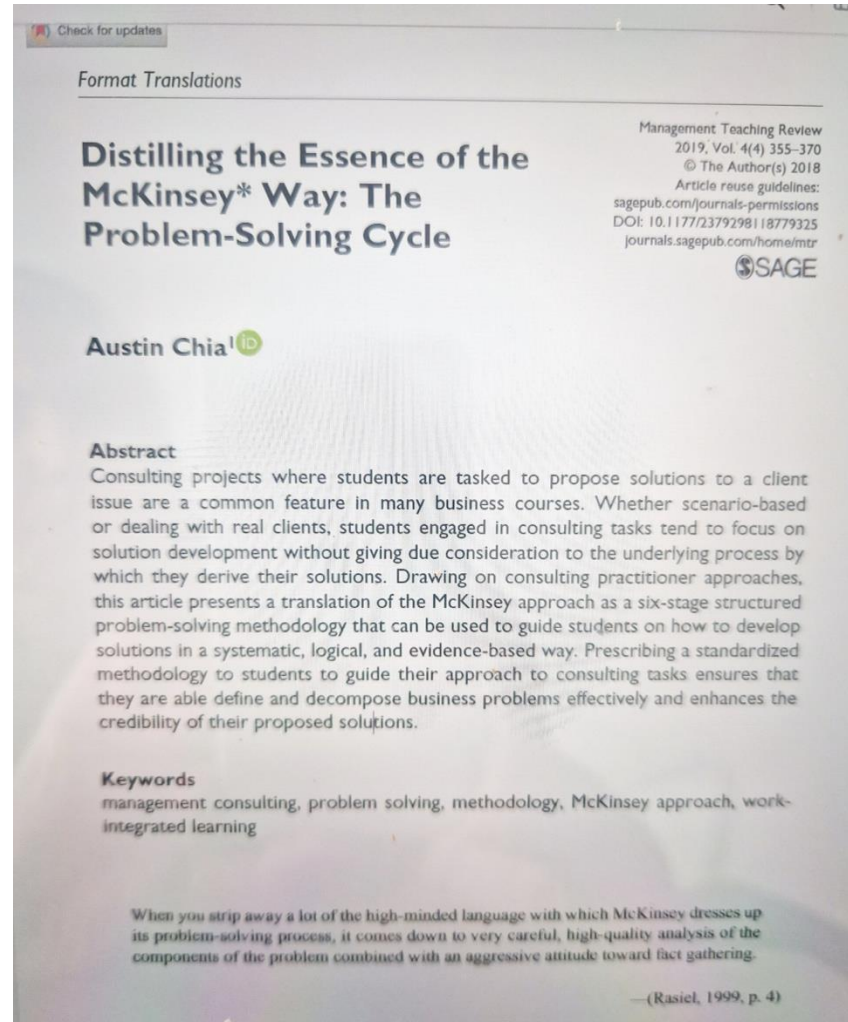
2. Issue tree. Please develop an issue tree for the topic below. Please ensure at least three levels (columns) of depth.

A. How can a telecom operator increase market share in a market where it already operates?

or

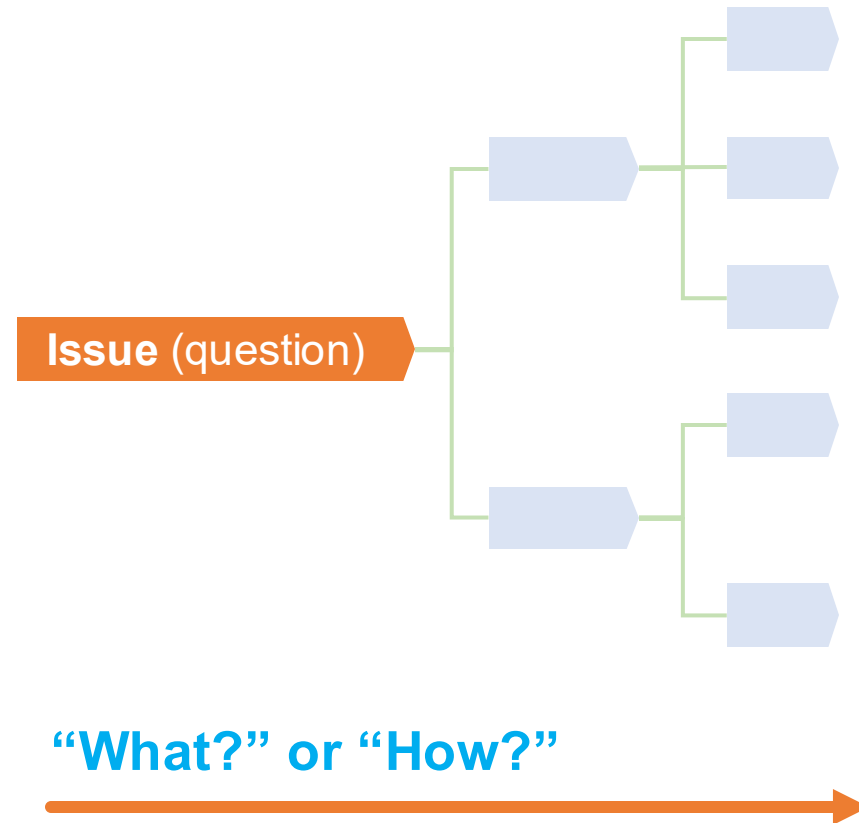
B. Imagine you are the owner of a Pizza restaurant in downtown Lisbon. Your business has scale and profitability issues. What set of actions could you take to increase revenue and profitability?

Group 2 – Issue Tree Question - Paper



Issue Trees Structure

Issue tree



- Structure and consistency: To ensure integrity of the problem solving is maintained:
- 3 columns: To break a problem into component parts

Group 3 – 3 x Open Questions - Example

1. (Operations) How would you apply Kaizen principles to your exam preparation period method?

Please describe the key principles and apply them to this specific example

- a. Create customer value:
- b. Create flow efficiency:
- c. Be *gemba* oriented:
- d. Empower people:
- e. Be Scientific & Transparent:
- f. Example(s) (adaptation):