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Business Seminar – Exam Structure and Preparation

Exame Structure – 29 May 2025 Filipa Breia da Fonseca – filipabreiafonseca@novasbe.pt



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.

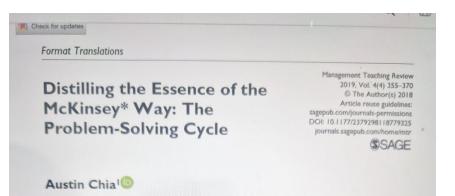
A. How can a telecom operator increase market share in a market where it already operates?

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



Abstract

Consulting projects where students are tasked to propose solutions to a client issue are a common feature in many business courses. Whether scenario-based or dealing with real clients, students engaged in consulting tasks tend to focus on solution development without giving due consideration to the underlying process by which they derive their solutions. Drawing on consulting practitioner approaches, this article presents a translation of the McKinsey approach as a six-stage structured problem-solving methodology that can be used to guide students on how to develop solutions in a systematic, logical, and evidence-based way. Prescribing a standardized methodology to students to guide their approach to consulting tasks ensures that they are able define and decompose business problems effectively and enhances the credibility of their proposed solutions.

Keywords

management consulting, problem solving, methodology, McKinsey approach, workintegrated learning

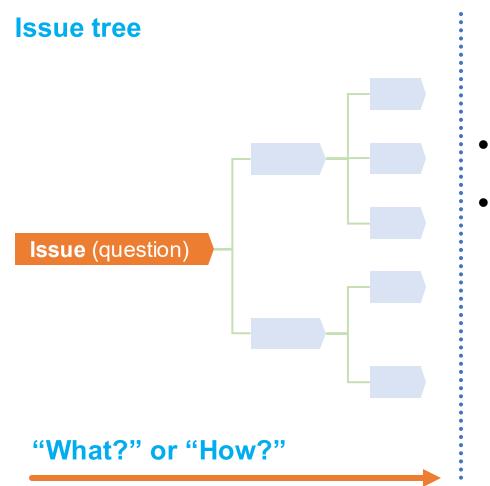
When you strip away a lot of the high-minded language with which McKinsey dresses up its problem-solving process, it comes down to very careful, high-quality analysis of the components of the problem combined with an aggressive attitude toward fact gathering.

-(Rasiel, 1999, p. 4)



Issue Trees Structure





- 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):

