

ACCA Strategic Business Leader (SBL) Practice Exam (Sample)

Study Guide



Everything you need from our exam experts!

This is a sample study guide. To access the full version with hundreds of questions,

Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain from reliable sources accurate, complete, and timely information about this product.

SAMPLE

Table of Contents

Copyright	1
Table of Contents	2
Introduction	3
How to Use This Guide	4
Questions	6
Answers	9
Explanations	11
Next Steps	17

SAMPLE

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.

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. Don't worry about getting everything right, 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, and take breaks to retain information better.

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.

7. Use Other Tools

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!

SAMPLE

Questions

SAMPLE

- 1. What is a critical factor affecting strategic decision-making related to technology?**
 - A. Slower data processing**
 - B. Increased reliance on manual tasks**
 - C. Data-driven insights**
 - D. Minimized innovation**
- 2. What is the main goal of business continuity planning?**
 - A. To maximize profits during disruptions**
 - B. To maintain operations during and after a disruption**
 - C. To reduce operational costs**
 - D. To increase employee productivity**
- 3. What model is used to analyze the context for managing change?**
 - A. Kaleidoscope**
 - B. Harmon's process-strategy matrix**
 - C. Mendelow's matrix**
 - D. SWOT Analysis**
- 4. What does the 'A' in TARA stand for?**
 - A. Accept**
 - B. Assess**
 - C. Actualize**
 - D. Avoid**
- 5. What is the purpose of competitive benchmarking?**
 - A. To create exclusive partnerships**
 - B. To compare performance with peers for improvement**
 - C. To limit exposure to new markets**
 - D. To isolate the organization from competitors**

6. What does the information system in the internal control framework facilitate?

- A. Tracking employee productivity**
- B. Effective communication and data management**
- C. Financial forecasting**
- D. Customer relationship management**

7. Which of the following is NOT one of the six capitals?

- A. Financial capital**
- B. Manufacturing capital**
- C. Urban capital**
- D. Intellectual capital**

8. Which strategic tool can help in making recommendations about product portfolios?

- A. Porter's Five Forces**
- B. The strategic clock**
- C. The BCG matrix**
- D. The Diamond model**

9. How should one approach answering an agency question in business?

- A. By focusing on personal accountability**
- B. By analyzing only the financial performance**
- C. By examining the relationships between directors, boards, and stakeholders**
- D. By assessing the company's marketing strategies**

10. Describe the impact of digital transformation on business strategy.

- A. It reduces operational costs but limits innovation**
- B. It enhances efficiencies and requires adaptation**
- C. It has a negligible effect on customer engagement**
- D. It solely focuses on technological upgrades**

Answers

SAMPLE

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

SAMPLE

Explanations

SAMPLE

1. What is a critical factor affecting strategic decision-making related to technology?

- A. Slower data processing**
- B. Increased reliance on manual tasks**
- C. Data-driven insights**
- D. Minimized innovation**

The choice of data-driven insights stands out as a critical factor affecting strategic decision-making related to technology because companies increasingly rely on data analytics to guide their strategies and operations. In today's business environment, having access to comprehensive and accurate data allows organizations to make informed decisions that can lead to improved efficiency, enhanced customer experiences, and better risk management. Data-driven insights enable organizations to identify trends, forecast outcomes, and tailor their products and services to meet market demands more effectively. This approach fosters a culture of evidence-based decision-making, where strategies are developed based on analytics rather than intuition alone. In many cases, organizations that harness data to support their strategic initiatives can gain a competitive edge by responding more swiftly and effectively to changes in the market and consumer behavior. The other options reflect challenges or limitations that could impede strategic decision-making. For example, slower data processing and increased reliance on manual tasks suggest inefficiencies and potential for errors, which could detract from a company's ability to respond to market demands effectively. Similarly, minimized innovation indicates a stagnation in the company's ability to adapt or create new offerings, which can hinder long-term growth and relevance in a rapidly changing technological landscape.

2. What is the main goal of business continuity planning?

- A. To maximize profits during disruptions**
- B. To maintain operations during and after a disruption**
- C. To reduce operational costs**
- D. To increase employee productivity**

The main goal of business continuity planning is to maintain operations during and after a disruption. This involves having a structured approach in place that ensures an organization can continue its critical functions in the face of unexpected events, such as natural disasters, cyberattacks, or other emergencies. Effective business continuity planning includes identifying essential services, assessing risks, and implementing strategies to minimize downtime, thereby protecting the organization's resources, reputation, and customer relationships. This approach emphasizes resilience and preparedness, ensuring that an organization can quickly respond to incidents and recover with as little interruption as possible. By focusing on maintaining operations, businesses can better safeguard their assets and continue serving their stakeholders, which ultimately supports long-term viability. The other choices, such as maximizing profits during disruptions, reducing operational costs, or increasing employee productivity, while important goals in different contexts, do not directly capture the essence of business continuity planning. These factors may contribute to the overall effectiveness of an organization but are not the primary focus when it comes to maintaining operations through crises.

3. What model is used to analyze the context for managing change?

- A. Kaleidoscope**
- B. Harmon's process-strategy matrix**
- C. Mendelow's matrix**
- D. SWOT Analysis**

The Kaleidoscope model is designed specifically to analyze the context for managing change within an organization. It considers various factors such as scope, time, resources, and power dynamics that influence the change process. By using this model, leaders can gain a comprehensive understanding of the situation and identify the most effective strategies for implementing change. The Kaleidoscope approach emphasizes the interrelationship of these dimensions, suggesting that an effective change management strategy requires a flexible and adaptive approach tailored to the unique context of the organization. This ability to view change from multiple perspectives is crucial in ensuring successful outcomes in complex environments. In contrast, some other models like Harmon's process-strategy matrix and Mendelow's matrix focus on different aspects of organizational strategy and stakeholder analysis, respectively, and may not directly address the nuances of change management in a holistic manner. SWOT Analysis, while useful for identifying strengths, weaknesses, opportunities, and threats, does not specifically address the contextual factors crucial for managing change in the same way that the Kaleidoscope model does.

4. What does the 'A' in TARA stand for?

- A. Accept**
- B. Assess**
- C. Actualize**
- D. Avoid**

The 'A' in TARA stands for Accept. In the context of risk management, TARA is an acronym that outlines a framework for how organizations can approach risks. The components of TARA consist of Accept, Transfer, Avoid, and Reduce. Accepting a risk means acknowledging its existence and deciding that the potential impact is tolerable and manageable, allowing the organization to proceed without significant changes or additional mitigation strategies. This approach is often taken when the cost of mitigating the risk exceeds the potential loss, or when the organization has confidence in their ability to manage the risk effectively if it materializes. Understanding the role of 'Accept' within TARA is crucial for effective risk management as it helps organizations balance their risk appetite with their operational capabilities. In a business environment, decisions around accepting risk can significantly influence strategic direction, resource allocation, and overall resilience.

5. What is the purpose of competitive benchmarking?

- A. To create exclusive partnerships
- B. To compare performance with peers for improvement**
- C. To limit exposure to new markets
- D. To isolate the organization from competitors

The purpose of competitive benchmarking is fundamentally about comparing performance with peers to identify areas for improvement. This process involves evaluating various aspects of an organization's performance against the best-in-class practices of industry competitors. By understanding where they stand in relation to others, organizations can identify gaps in their performance, set realistic goals, and adopt strategies to enhance their effectiveness and efficiency. Through competitive benchmarking, companies can discover best practices, learn from the successes and failures of others, and implement strategies that can lead to enhanced competitive advantage. This drives organizations to consistently improve their operations, products, and services, ultimately leading to better performance in the market. In contrast, creating exclusive partnerships can be a strategic move for collaboration but is not the primary aim of benchmarking. Limiting exposure to new markets or isolating an organization from competitors does not align with the goal of utilizing competitive benchmarking, which fundamentally relies on an organization being aware of and responsive to its competition in order to thrive.

6. What does the information system in the internal control framework facilitate?

- A. Tracking employee productivity
- B. Effective communication and data management**
- C. Financial forecasting
- D. Customer relationship management

The information system within the internal control framework primarily facilitates effective communication and data management. This function is crucial for ensuring that accurate and timely information is available to support decision-making processes. An efficient information system helps organizations gather, process, and distribute relevant data, ensuring that stakeholders have access to necessary information which enhances transparency and accountability. By fostering effective communication, the information system enables different departments and levels of management to share insights, report issues, and collaborate effectively, ultimately helping in the monitoring and assessment of internal controls. Additionally, proper data management ensures that records are maintained accurately and securely, which is vital for compliance with regulations and safeguarding the organization's assets. While aspects such as employee productivity, financial forecasting, and customer relationship management may be supported by components of information systems, they are not the primary purpose of the internal control framework's information system, which is focused on ensuring that organizational processes operate efficiently and effectively with secure and reliable information flow.

7. Which of the following is NOT one of the six capitals?

- A. Financial capital**
- B. Manufacturing capital**
- C. Urban capital**
- D. Intellectual capital**

The concept of the six capitals is a framework used to assess the value and sustainability of an organization in terms of its resources and relationships. Among the recognized capitals, financial, intellectual, natural, social and relationship, manufactured, and human capital are included. Financial capital refers to the funds available for use in the production of goods and services and encompasses both cash and liquid assets.

Intellectual capital relates to the knowledge, skills, and innovative capabilities within an organization, contributing significantly to its competitive advantage. Manufactured capital represents the physical objects that a company uses in the production process, such as buildings and machinery. Urban capital, while it may refer to aspects like infrastructure and space in urban environments, is not part of this established categorization of capitals within the sustainability framework. The inclusion of urban capital as a formal category is not recognized in the same way as the other six capitals, making it the item that does not fit within this specific framework.

8. Which strategic tool can help in making recommendations about product portfolios?

- A. Porter's Five Forces**
- B. The strategic clock**
- C. The BCG matrix**
- D. The Diamond model**

The BCG matrix is a strategic tool specifically designed to assist in making recommendations regarding product portfolios. It categorizes a company's products or business units into four quadrants based on two key dimensions: market growth rate and relative market share. This classification helps businesses assess the potential of their product offerings. In the BCG matrix, products are labeled as Stars, Cash Cows, Question Marks, or Dogs. Stars have high market share in fast-growing industries and require investment to maintain their position. Cash Cows hold a large market share in slower-growing markets and generate significant revenue with minimal investment. Question Marks, while belonging to growing markets, require careful consideration due to their uncertain potential, and Dogs have low market share in stagnant markets and may be candidates for divestiture. By utilizing the BCG matrix, companies can make informed strategic decisions about where to allocate resources, adjust priorities within their product portfolio, and identify areas for growth or potential divestment. This tool provides a clear visual representation of the product portfolio, allowing for effective strategic planning. Other options, while valuable in various contexts, do not directly focus on product portfolio recommendations. Porter's Five Forces analyses the competitive environment, the strategic clock evaluates competitive positions but not specifically for product management, and

9. How should one approach answering an agency question in business?

- A. By focusing on personal accountability
- B. By analyzing only the financial performance
- C. By examining the relationships between directors, boards, and stakeholders**
- D. By assessing the company's marketing strategies

The best approach to answering an agency question in business involves examining the relationships between directors, boards, and stakeholders. Agency theory primarily deals with the conflicts that can arise between principals (such as shareholders) and agents (like company executives or directors) due to differing interests, information asymmetries, and the challenges of monitoring and controlling actions. Understanding these dynamics is crucial to addressing agency issues because it helps identify areas where misalignment might occur and how to align the interests of both parties. This perspective allows one to explore governance structures, accountability measures, and the roles of different stakeholders in ensuring that the organization operates in a manner that reflects the interests of its owners. By focusing on the interrelationships among stakeholders, one can develop strategies that mitigate agency problems and promote better decision-making practices within the organization. Focusing solely on personal accountability, like the first option suggests, does not provide a comprehensive understanding of the larger system of relationships involved in agency theory. Analyzing only financial performance, as suggested in the second option, ignores the qualitative aspects that can influence agency relationships, such as trust and communication. Similarly, assessing a company's marketing strategies overlooks the significance of governance and stakeholder dynamics that are central to agency theory.

10. Describe the impact of digital transformation on business strategy.

- A. It reduces operational costs but limits innovation
- B. It enhances efficiencies and requires adaptation**
- C. It has a negligible effect on customer engagement
- D. It solely focuses on technological upgrades

Digital transformation significantly influences business strategies by enhancing efficiencies and necessitating adaptation across various operational areas. As organizations embrace new technologies and processes, they streamline workflows, improve productivity, and often achieve better resource management. This transformation can lead to more agile operations, enabling businesses to respond quickly to market changes and customer demands. Furthermore, the adaptation required during digital transformation extends beyond mere technology implementation. It involves rethinking organizational structures, improving communication channels, and fostering a culture of innovation. Businesses that leverage digital tools typically see enhancements in decision-making and data analytics, which can drive more informed strategic planning and execution. The other options do not adequately capture the holistic impact of digital transformation. For instance, while reducing operational costs can be a benefit, framing it as a limitation to innovation underestimates the potential for new ideas and initiatives that digital transformation can inspire. The assertion that it has a negligible effect on customer engagement ignores the reality that digital platforms often facilitate more personalized and engaging customer experiences. Lastly, focusing solely on technological upgrades neglects the broader organizational and cultural changes that are equally necessary for successful digital transformation.

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:

<https://accastrategicbusinessleader-sbl.examzify.com>

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

SAMPLE