

# About the *Strategic Management Test Bank*

By Anita Walz, August 5, 2021

This peer-reviewed, access-restricted test bank was created for faculty use in assessment of upper divisional undergraduate students engaged in a formal course in Strategic Management. The test bank is aligned to the eleven-chapter open textbook, [Strategic Management](#) (2002) adapted by Reed Kennedy et. al. and published by the [Pamplin College of Business](#) in association with [Virginia Tech Publishing](#). The test bank includes 782 multiple choice questions in XLS format, leveled by difficulty, divided between conceptual, application, and analysis categories, and rated level 1-3 in terms of quality, with instructions for converting the test bank or portions thereof into an LMS-importable QTI 2.0 format. Between 48 and 98 items are available per chapter. Question items may be sorted by chapter, subsection number, and cover the following topics: mastering strategy, assessing organizational performance, evaluating the external environment, evaluating the internal environment, synthesis of strategic issues and analysis, selecting business-level strategies, innovation strategies, selecting corporate-level strategies, completing in international markets, executing strategy through organizational design, and leading an ethical organization.

## How the Test Bank was Created

Undergraduates in the Fall 2020 MGT 4394 Strategic Management course at Virginia Tech were assigned to write test items to demonstrate their conceptual, application, and/or analytic skills regarding course content. Without incentives or disincentives, academic, financial or otherwise, students were given the additional opportunity to consent to sharing their test items with faculty for adaptation and use in non-profit assessments. They were also given the option to be named in the credits for their contributions. Test items created by consenting students, ages 18 or older, were reviewed by paid student employees (undergraduate and graduate). The paid student employees also generated additional test items for a chapter for which enrolled students were not assigned to write test items.

## Peer Review and Editorial Processes

Student-written test items have been rigorously reviewed and updated through a process comprising several layers of review -- by course graduate teaching assistants, two business faculty members at different institutions, and a professional copy editor.

## Access and Intended Use

The test bank is intended to be used by faculty in the context of educational exams, quizzes, and assessments only. Profit-generating uses of the test bank, including use of individual test bank items, are prohibited. [Official terms of use are available here](#) and in the appendix to this document.

In order to preserve the integrity and security of the database as long as possible, faculty who have adopted *Strategic Management* for their course and wish to access the test bank must agree to the terms of use and complete all steps of the test bank request process, including the [User Verification Process Form](#), submit a copy of their syllabus to [openeducation@vt.edu](mailto:openeducation@vt.edu), and request the file from the file “Strategic\_Management\_Test\_Bank(permission\_required).xls from <http://hdl.handle.net/10919/104179>. We recognize that at some point the integrity of the test bank being “faculty only” may be compromised. We hope that day is a long way off.

## Technical Details

The test bank is provided in .xls format and includes instructions for selection of question subsets, and conversion of .csv into QTI 2.0 format, a standard used by mainstream learning management systems such as Canvas, Blackboard, D2L, and others. Conversion instructions are provided within the file. Please note that further support for uploading, or assistance with reformatting files is not available from the test bank development team. Please contact your local learning management system (LMS) manager for additional support.

## Why create and share a test bank?

Institutions which are required to prove student achievement for accreditation purposes often spend tens of thousands of dollars on commercial assessments that measure gains in student knowledge. For any institution, reallocating funds and closely aligning survey instruments with (and for use within) the institution’s curriculum are viewed as good stewardship and an important investment of funds.

Multiple-choice test banks are widely used by college instructors teaching in this subject area. Such formative and summative assessment tools are some of the most-requested ancillary resources. While the use of multiple-choice items does not (and should not) constitute the whole of assessment practices in university courses, this method of assessment is an efficient means by which an instructor can identify class-wide knowledge and skill gaps, and students who may need additional support.

Collaborating to create, and securely share the test bank with faculty who plan to use the open textbook, *Strategic Management*, removes a significant barrier for faculty who would like to adopt this open textbook and allows faculty to focus on other effortful parts of their courses.

We hope this project inspires others to plan and carry out similar projects!

# Appendix: Test Bank Terms of Use

## TERMS OF USE

1. Test bank questions and answers are the copyrighted property of their creators.

2. VERIFIED USERS are responsible for secure handling of the test bank. While every effort is given to ensure security of test bank questions or answers and release only to verified users, no warranties are given regarding the security of the test bank. Virginia Tech and the test bank authors can authorize and require, but cannot control what you or any other verified user does.

### 3. Privileges and Responsibilities of VERIFIED USERS

a) VERIFIED USERS may:

- reproduce,
- modify, and
- redistribute

test bank questions and answers in the context of educational exams, quizzes, and assessments only.

b) VERIFIED USERS must:

- take reasonable measures to prevent students from duplicating and redistributing questions and answers;

c) VERIFIED USERS must not:

- share test bank questions and answers beyond the institution with which the verified user reported an affiliation;
- give exams back to students to keep or otherwise distribute;
- release the test bank or answers to students as a self study-tool;
- publicly post any portions of the test bank;
- allow students to retain permanent or long-term access to exam materials;
- use the test bank or portions thereof for revenue-generating activity.

### 4. VERIFYING USERS

Test bank access is limited to only those instructors who intend to use *Strategic Management* in their course. In order to be verified, an instructor must:

- Agree to the Terms of Use
- Submit a copy of the course syllabus to [openeducation@vt.edu](mailto:openeducation@vt.edu) (You retain all rights.)
- Confirm intent to adopt *Strategic Management* for their course
- Use a .edu address and provide verifiable information of their status as a business instructor

### Security & Liability

If you become aware of public distribution of the test bank or portions thereof shared outside of a secure electronic environment, assessment context, or other security breach please inform us at: [openeducation@vt.edu](mailto:openeducation@vt.edu).

The testbank and test bank items are provided "as is." Users of this resource assume all risks and further agree to hold Virginia Tech, the Commonwealth of Virginia and their employees and agents, and named project contributors harmless from any and all actions related to use of this program.

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