BUSINESS STRATEGY

WEEK 4 TEST

TUESDAY, JANUARY 29, 2013

NAME_____[redacted]_____

STUDENT NUMBER_____[redacted]_____

Please make sure your desks are clear with the exception of a pen or pencil.

13.5

MGMT 4P90

[redacted]

Please come see me if you have concerns. I'd like to hear your opinion in class.

WS

Multiple Choice, Fill in the Blank and Short Definition Questions (1 point each)
Chapter 1 and Week 1

Question 1
In the book and the class slides De Wit & Meyer (the book's authors) distinguish strategy tensions for several strategy topics (reflected in the chapters of the book). Which one of the following tensions do they argue is most relevant for developing strategy content at the business level?

A Markets vs. resources
B Control vs. chaos
C Competition vs. cooperation
D Responsiveness vs. synergy

Question 2
Strategy does not have a standardized definition but in Week 1 the book's definition of strategy was introduced. Please provide it below.

strategy is a course of action for achieving organization's purpose.

Question 3
McDonalds was the first fast food chain in the world with a global reach. Instead of traditionally sticking to a globally standardized product, based on a belief in global convergence, McDonald's CEO has acknowledged the need to go more local in their products and services. From the concepts in the book and class, if McDonalds creates a solution that can reap the advantages of localization, while minimizing the loss of benefits achieved from globalization, it would be a what?

A A synthesis
B A dialectic
C A trade-off
D An integrative outcome

Question 4
In the slides and during Week 1 Professor Helms argued that a "new" field of strategy is emerging focusing on all of the following factors that influence an organization's ability to gain a competitive advantage within marketplaces with the exception of one. Please identify the one exception (that was not identified in the class slides.)

A Economic factors
B Military factors
C Cognitive factors
D Sociological factors

Question 5
Which one of the following is not a characteristic of a Wicked Problem as defined in class and in the text.

A Interconnectedness
B Ambiguity
C Social constraints
D Persistence

Chapter 2 and Week 2

Question 6
After conducting the f's exercise which one of the following statements best summarizes the purpose for engaging in it?

A That we are all cognitively limited in the same way, we compensate for these limitations, and in groups we prevent them from occurring
B Strategic tasks vary in their requirements and although as individuals we have ways for compensating for our limitations we frequently make mistakes
C Heuristics are used to overcome the limitations to our cognitive abilities and competing heuristics between group members only create errors in judgment
D That the cognitive abilities, heuristics, and cognitive maps of organizations allow us to overcome our limitations and organizations are necessary to solving strategic problems

Question 7
According to De Wit & Meyer, which one of the following elements of the strategic reasoning process is addressed by asking the question: What actions should be taken?

A Identifying
B Diagnosing
C Conceiving
D Realizing

Question 8
What two perspectives are discussed at the end of the second chapter and Week 2 on strategic thinking?

logical strategy (.5 of a point) and creative strategy (.5 of a point)

Question 9
In the Apple Case Study the slides (and the study itself) listed the following factors for making the "Apple turnaround" possible except one. Please identify it.

A Strategic alliances
B Decoupling hardware from software
C Diversification
D Acquisitions

Question 10
What are cognitive maps made up of? education, experiences and ~~reason~~ reflect on others.

Chapter 3 and Week 3

Question 11

In class discussions, we defined "diagnosing activities" (also called "issue diagnosing activities"). Please provide that definition below (please do not simply list its building blocks) (1 point).

~~It is~~ "Activities are associated with understanding what nature of the problem is.

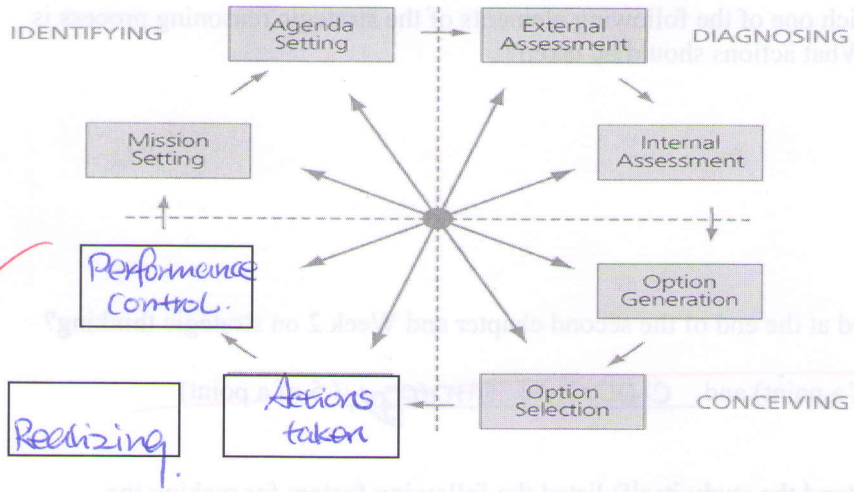
Question 12

As described in Week 3 and the book which of the following two are benefits of highly formalized roles in strategy formation activities (.5 of a point for each of the two identified).

A It can create bureaucracy that can slow the process down
B It can provides top management team control over implementation and approval processes
C It can create a structured formation process
D It generates learning and the creation of new insights

Question 13

Please fill in the three missing dimensions of the strategy formation chart we discussed in Week 3 (.3 of a point each)



Question 14

When it comes to strategy formation, according to the book and the slides there are some prominent advantages that strongly pressure organizations to engage in deliberate planning. Which one of the following do the authors NOT mention (1 point)?

A Without plans and objectives organizations would be adrift
B Plans are a means for programming all organizational activities in advance
C Plans will enable support among stakeholders through their coherence
D Plans enable early commitment to a course of action

Question 15

MTV was the first 24-hour music television network in the world. MTV Europe experimented and gradually produced non-english language programs and depending on their success and their executive producer's assessment overtime they were spun off into numerous non-English-language variations for different parts of Europe. With the entrance of a new international competitor "Anarchy television" MTV International has gotten together and develop a specific, immediate and organization-wide defensive strategy to be implemented in order to address the new marketplace competition. According to the book and the slides, which perspectives is MTV shifting between on the issue of strategy formation?

From the ~~identifying~~ (.5 of a point) to the ~~conceiving~~ perspective (.5 of a point)

Short Answer and Essay Questions

Question 16

Based upon the readings and power point from Week 1 please choose one of the following two questions to answer (the question answered is worth 3 points).

- Please identify the three dimensions of strategy used by the book, the slides, and are the focus of this course (.5 of a point for each correct identification). Please describe/define them (.5 of a point for each correct definition).

- Please define what a dialectical method of reasoning is (1 point) and two advantages associated (1 point each) with it for strategy development.

The ~~Th~~ three dimensions of strategy are strategy processing, strategy content and strategy context.

strategy processing is the process that how the strategy is created and try to understand if the strategy ~~is~~ will helps the orginazation achiving purpose.

strategy content is the result of the strategy implementation. (if the strategy helped the organization)

strategy context is the environment of the processing taken and the environment. (where is the strategy taken) It includes ~~Busi~~ International level, Industry level and ~~Business~~ organization level.

2.5

Question 17

Based upon the readings and power point from Week 2 please choose one of the following two questions to answer (the question answered is worth 3 points).

- In our second week of class we discussed a paradox that presents itself during strategic thinking. Please identify the two dimensions of this paradox (.5 for each correct dimension) and define both (1 for each correct definition).

- In our second week of class we used a computer metaphor to understand an individual's (our) strategic reasoning. Please identify all three of the reasoning dimensions (.5 points for each correct dimension) and their equivalent computer component (.5 for its equivalent computer component).

Three of the reasoning ~~de~~dimensions are cognitive map, cognitive activity and cognitive ability.
Cognitive map is the mental representation of the way the world works.
Cognitive ability is just ~~a~~ like the hardware level of a computer.
It represents humans ability and limitations of cognition.
Cognitive activity is the implementation of the actions ~~a~~ they planned to do.

2

Question 18

Based upon the readings and power points from Week 3 please answer the following question (the question is worth 4 points).

We discussed a paradox that presents itself during strategy formation. Please identify the two dimensions of this paradox (1 point for each correct dimension) and define both (1 point for each correct definition).

~~Emergeness &~~ Emergence & Deliberateness.

~~Emergeness is the ability of managers to abandon the assumptions they hold sounding out and argumentations and generate creative ideas.~~

Deliberateness is the ability of managers to critically reflect on the assumptions they hold and ~~make~~ their beliefs more ~~conflict~~ explicit.

Emergence is the ability of managers to abandon the assumptions governing sound argumentations and generate creative ideas.

2