



**Multiple Choice and Short Answer Questions (1 point each)**  
**Chapter 4 and Week 5: Strategic Change**

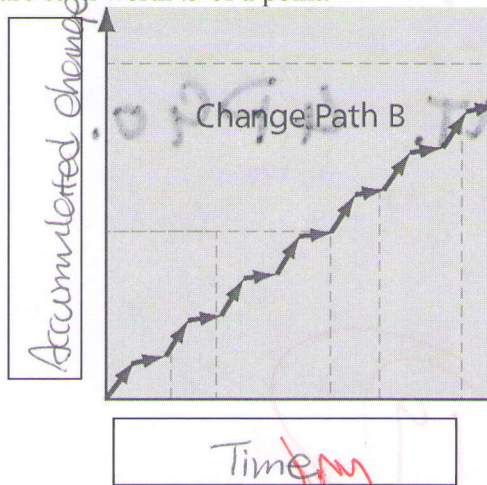
Question 1

In discussing "where" renewal needs to take place to realign an organization with its environment we discussed two systems. Please fill in the blanks of the following summary sentence provided in the slides and the book.

The Business system is supported by the operational system

Question 2

As discussed in chapter 4 and during week 5 of class, we talked about the pace and magnitude of change. Please fill in the two missing labels from the diagram provided in class. (The X and Y axes (labels (NOT magnitude and pace) are each worth .5 of a point.



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✓

D. Question 3

In the week 5 slides and reading we discussed the places where change must take place. In discussing the areas where change needs to take place what "area" does the following sentence describe "The arrangements, procedures, and routines to control and coordinate the people and units within an organization?"

- A Business System
- B Organizational System
- C Organizational Processes
- D Organizational Structure ✓

C Question 4

According to the Week 5 slides and Chapter 4 of the book which of the following is not one of the three characteristics of change that must be addressed in answering the question "How can a path of strategic changes be followed to constantly renew the firm?"

- A Pace ✓
- B Areas ✓
- C Scope
- D Magnitude ✓

✓

2.5

Question 5

As defined in the slides and book please define organizational culture:

The worldview and behavioural pattern shared by the organization members.

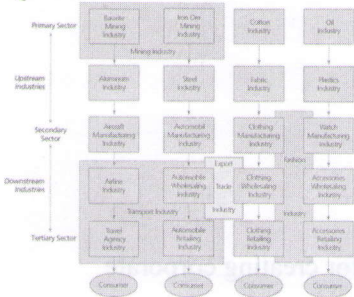
Chapter 5 and Week 6: Business Level Strategy

B. Question 6

From Week 6's class which of the following options best summarize what is the key factor in determining whether your organization survives and thrives in its environment over time?

- A Gaining access to better resources
- B Gain a sustainable competitive advantage
- C Developing unique activities
- D Developing a better product/service offering than competitors

Question 7



What is the name of this business level strategy tool:

C. Question 8

In order to determine what your organization's resource base the book and slides state that you should considered your intangible resources and categorizes them into two types, Relational and Competences. Competency base resources are made up of all of the following, except.

- A Knowledge
- B Attitude
- C Reputation
- D Knowledge

D Question 9

According to the slides and the book the activity systems of an organization are made up of primary activities and those activities that support them. Which of the following is NOT a primary activity?

- A Operations
- B Marketing and sales
- C Procurement
- D Outbound logistics

A Question 10

According to the book and slides which one of the following is not one of the risks of an unfocused approach in your company's product offering.

- A Low economies of scale
- B Unclear corporate image ✓
- C Unpredictable organizational learning ✓
- D Limits to flexibility ✓

## Chapter 6 and Week 7: Corporate Level Strategy

A Question 11

When a firm diversifies it enters a new line of business through internal growth or acquisition. Drawing from the slides and the book which of the following best describes a "vertical" diversification action/strategy?

- A Diversify into businesses of suppliers and buyers
- B Diversify into business of suppliers and outside industries
- C Diversify into businesses within, or outside of, your industry
- D Diversify into businesses outside of your industry and buyers

Question 12

As discussed in the book and slides what are the two competing perspectives for creating corporate strategy?

control portfolio and corporate cooperative integrated

B Question 13

During Week 7 the following paradox was identified in addressing corporate strategy:

- A Multi-business vs. core business
- B Business responsiveness vs. multi-business synergy
- C Portfolio organization vs. integrated organization
- D Markets vs. resources

Question 14

C. De Wit & Meyer (2004) identify three main areas of synergy potential. Which of the following is mentioned?

- A Leveraging activities
- B Expanding capabilities
- C Aligning positions
- D Integrating resources

Question 15

During Week 7 and the Chapter 6 of the book corporate composition is discussed. What two dimensions make up "corporate composition".

Slope and de distribution

## Short Answer and Short Essay Questions (3 points for chosen question)

Based upon the readings and powerpoints from Week 5 please choose one of the following two questions to answer.

### Question 1

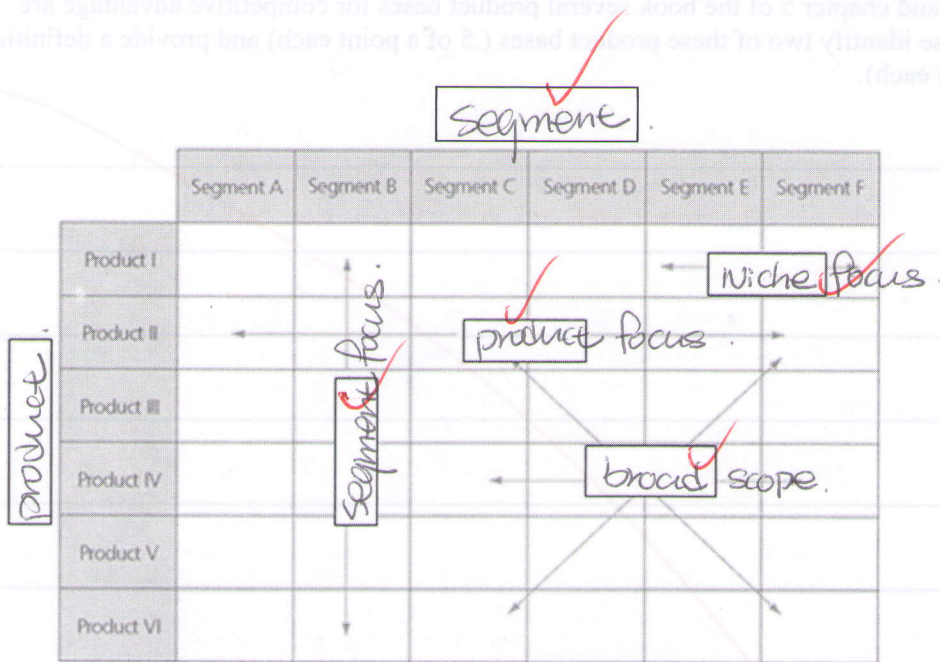
- As discussed in chapter 4 and during week 5 of class, we discussed a paradox associated with strategic renewal (change). Please identify each (.5 of a point for each paradoxical demand) and define each (1 point for each correct definition).
- Drawing from the slides from week 5 and chapter 4, please identify the two perspectives of strategic renewal discussed in the book (.5 of a point for each) and using the language from the slides and text, describe two dimensions of each of the perspectives (.5 of a point each dimension).

Revolutionary change: change processes that do not build on the status quo, yet whether it or organization is so rigid + must break with the past.

evolutionary change: change processes whereby a constant stream of moderate change gradually accumulates over a longer period of time.



- In week 6 and chapter 5 of the book the following chart was provided for “determining competitive scope: Where and how to compete through product market combinations”. Please fill in all of the six missing dimensions of the model (.5 of a point each).



2.5

Based upon the readings and powerpoints from Week 7 please answer the following question (The question answered is worth 4 points).

control. cooperative.

Question 5

In class 7 and Chapter 6 of the book we talked about mixing two potential management mechanisms for effectively deploying centralization, standardization, and coordination of multiple SBUs (NOT STYLES). Please identify and define both mechanisms (.5 point each) and define each of these mechanisms (1.5 point).

control & ~~cooperation~~ cooperative mechanism

control: is giving someone the power to integrate. On the basis of formal authority.

cooperative mechanism: is to achieving integration by means of mutual adjustments between business units

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