

Question 1

Which of the following is the most important in developing new strategies?

- A) Integrating divisions and business units
- B) Integrating resources and competences across resource areas
- C) Ensuring strong capability in separate specialist areas

Answer: <https://biology-forums.com/index.php?topic=700385>

Question 2

Gatekeepers are individuals or groups who gain power from their control of information.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700409>

Question 3

Which two statements accurately apply to a transnational structure?

- A) It is particularly effective in exploiting knowledge across borders.
- B) It is useful where there is a low need for local independence and a low level of global co-ordination.
- C) It is useful where there is a high need for local independence and a low level of global co-ordination.
- D) It seeks to combine the best of multidomestic and global strategies.

Answer: <https://biology-forums.com/index.php?topic=700344>

Question 4

In dynamic conditions which of the following do managers need to consider?

- A) The past
- B) The future
- C) The status quo
- D) The present

Answer: <https://biology-forums.com/index.php?topic=700286>

Question 5

What three strengths must an organisation have if it is to achieve a nodal position in a network?

- A) Unique resources or core competences
- B) Networking skills
- C) A compelling vision
- D) Superior organising powers

Answer: <https://biology-forums.com/index.php?topic=700354>

Question 6

What does SBU stand for?

- A) Strategic business unit
- B) Services business unit
- C) Small business unit
- D) Single business unit

Answer: <https://biology-forums.com/index.php?topic=699773>

Question 7

Which of the following is not a concept in game theory?

- A) Punctuated equilibrium
- B) Dominated strategy
- C) Equilibrium
- D) Dominant strategy

Answer: <https://biology-forums.com/index.php?topic=700028>

Question 8

Nonaka and Takeuchi differentiate between two types of knowledge. Which are they?

- A) Explicit and tacit knowledge
- B) Data and information
- C) Personal and organisational knowledge

D) Corporate and divisional knowledge

Answer: <https://biology-forums.com/index.php?topic=699889>

Question 9

What term is used for organisations focusing defensively on their current markets with current products?

- A) Market penetration
- B) Market development
- C) Consolidation
- D) Product development
- E) Diversification

Answer: <https://biology-forums.com/index.php?topic=70088>

Question 10

Which researcher developed the theory of logical incrementalism?

- A) Porter
- B) Mintzberg
- C) Burgelman
- D) Quinn

Answer: <https://biology-forums.com/index.php?topic=700271>

Question 11

Which of the following need to be integrated by an organisation when bringing a new product to market?

- A) Research and development
- B) Products
- C) Relations with customers
- D) Labour
- E) Manufacturing
- F) Finances
- G) All of the above

Answer: <https://biology-forums.com/index.php?topic=700400>

Question 12

In evaluating strategic options, what is the purpose of the 'suitability' test?

- A) To determine if the strategic option suits the management style of the organisation.
- B) To determine if the organisation has the resources needed to implement the strategy.
- C) To determine if the strategic option is appropriate for the circumstances facing the organisation.
- D) To determine if the riskiness of the strategy matches what is acceptable to the organisation.

Answer: <https://biology-forums.com/index.php?topic=700235>

Question 13

Strategic drift is the tendency for strategy to develop in a series of abrupt steps in response to changes in the external environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699973>

Question 14

Which of the following is a way that an organisation's structure might affect the strategy development process?

- A) Through its impact on the speed of decision making
- B) By offering promotion opportunities through a tall hierarchy
- C) By involving multiple SBUs in the process to ensure buy-in
- D) Through its effect on the culture of the organisation

Answer: <https://biology-forums.com/index.php?topic=700339>

Question 15

Using the power/interest matrix management identify that one group has a high level of interest and a high level of power. What strategy should be adopted in relation to this group? Choose all that apply.

- A) Minimal effort
- B) Keep informed
- C) Key players
- D) Keep satisfied

Answer: <https://biology-forums.com/index.php?topic=699954>

Question 16

Which of the following is not one of the basic roles of subsidiaries according to Bartlett and Ghoshal?

- A) Strategic leader
- B) Black hole
- C) Contributor
- D) Value creator
- E) Implementer

Answer: <https://biology-forums.com/index.php?topic=700081>

Question 17

Which of the following statements is a definition of a 'core competence'?

- A) Core competencies are those competencies related to the core business of the organisation, rather than those peripheral areas it has diversified into.
- B) Core competencies are those strategic capabilities shared by all major players in a given industry sector and distinguish them from those organisations that struggle for survival.
- C) Core competencies are the collective learning in the organisation, especially how to co-ordinate diverse production skills and integrate multiple streams of technologies.
- D) Core competencies are the strategic capabilities that an organisation must possess if it is to survive in its chosen environment.

Answer: <https://biology-forums.com/index.php?topic=699891>

Question 18

According to the Ashridge Portfolio Display, what type of business has a high 'feel' and a high 'benefit'?

- A) Value trap
- B) Alien
- C) Ballast
- D) Heartland

Answer: <https://biology-forums.com/index.php?topic=700110>

Question 19

Which of the following are methods of historical strategic analysis? Choose all that apply.

- A) Anchor points
- B) Historical narratives
- C) Historo-cultural analysis
- D) Chronological analysis
- E) Cyclical influences

Answer: <https://biology-forums.com/index.php?topic=699990>

Question 20

Which of the following aspects of an organisation do you think would be most difficult to change?

- A) Systems
- B) Technology
- C) Culture
- D) Structure

Answer: <https://biology-forums.com/index.php?topic=700429>

Question 21

Which approach would you use if you wanted to identify the attractiveness of an industry or sector in terms of competitive forces?

- A) Porter's diamond
- B) Porter's 5 forces
- C) PESTEL
- D) SWOT

Answer: <https://biology-forums.com/index.php?topic=699853>

Question 22

Which of the corporate social responsibility stances involves a championing leadership style, involvement of the board and the development of organisation-wide monitoring, and proactive relationship with stakeholders?

- A) Shaper of society
- B) Laissez-faire

- C) Forum for stakeholder interaction
- D) Enlightened self-interest

Answer: <https://biology-forums.com/index.php?topic=699951>

Question 23

Which of the following are important for understanding strategic capability?

- A) Customers and stakeholders
- B) Skills and knowhow
- C) Resources and competences
- D) Macroenvironment and industry context

Answer: <https://biology-forums.com/index.php?topic=699890>

Question 24

Which of the following is not one of the strategic directions identified in the Ansoff matrix?

- A) Market penetration
- B) Corporate parenting
- C) Product development
- D) Diversification
- E) Market development

Answer: <https://biology-forums.com/index.php?topic=700085>

Question 25

Which of the statements below relates to the suitability criterion for evaluating strategic option evaluation?

- A) Entering into a price war with a cash rich rival will be very expensive.
- B) Investing in an expensive new design system requiring risky sources of funding
- C) Embarking on a strategy that will depress profits for the next three years may provoke shareholders criticism.
- D) Investing in new production capacity is not a good idea with a recession forecast.

Answer: <https://biology-forums.com/index.php?topic=700239>

Question 26

Which of the following would you not expect to see in an organisational mission statement?

- A) A quantified financial target
- B) A statement of what the organisation is trying to achieve
- C) An indication of the nature of the industry the organisation is in
- D) A statement of why the organisation exists

Answer: <https://biology-forums.com/index.php?topic=699765>

Question 27

Porter's 5 forces analysis helps us to understand the process of competition over time.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699828>

Question 28

What term is used for historical events that were significant for organisations at a particular point in time.

- A) Anchor points
- B) Major events
- C) Chronological sequences
- D) Cycles

Answer: <https://biology-forums.com/index.php?topic=699991>

Question 29

One style when managing change is based on involving those who will be affected by the change agenda. What name is used for this style?

- A) Education
- B) Coercion
- C) Intervention
- D) Direction
- E) Participation

Answer: <https://biology-forums.com/index.php?topic=700449>

Question 30

Which of the following is a description of the governance chain?

- A) The governance chain concerns how the HR department looks after its employees.
- B) The governance chain describes the reporting relationships between managers and their subordinates.
- C) The chain represents all groups that have influence on an organisation's purposes either through ownership or management.
- D) The chain represents the linkage between current government legislation and the actions of an organisation.

Answer: <https://biology-forums.com/index.php?topic=699913>

Question 31

Assessing feasibility will employ techniques that allow comparison of the requirements of the strategy in terms of resources, competencies and systems and the extent to which the organisation already meets the requirements and the ease with which it can meet them in the future.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700255>

Question 32

When managing change, managers may use their personal authority to establish a clear strategy and how the change will occur. What name is used for this style?

- A) Participation
- B) Direction
- C) Education
- D) Coercion
- E) Intervention

Answer: <https://biology-forums.com/index.php?topic=700450>

Question 33

Which of the following is not a key element in analysing an organisation's industry environment?

- A) Value chain analysis
- B) Competitor profiling/benchmarking
- C) Market analysis/segmentation
- D) Porter's 'five forces' model
- E) Demographic trends

Answer: <https://biology-forums.com/index.php?topic=699845>

Question 34

Which two comments correctly apply to strategic drift? Choose all that apply.

- A) The appointment of new management makes the adoption of new strategy difficult while the new managers become accustomed to the new organisation.
- B) Strategies are transferred from one part of an organisation to another.
- C) Strategies may fail to keep pace with the changing environment.
- D) Strategies tend to develop incrementally on the basis of historical influences.

Answer: <https://biology-forums.com/index.php?topic=699972>

Question 35

Which of the following is not part of the analysis of the macroenvironment?

- A) Economic factors
- B) Politics
- C) Sociocultural factors
- D) Competitors
- E) Technology

Answer: <https://biology-forums.com/index.php?topic=699811>

Question 36

The UK Competition Commission blocking a proposed merger between two mobile telephone companies would be an example of which evaluation criteria determining strategic choice?

- A) Acceptability
- B) Feasibility
- C) Suitability

Answer: <https://biology-forums.com/index.php?topic=700251>

Question 37

When considering a portfolio of innovation options what approach will be most suitable in markets of low uncertainty where the technologies are have low levels of uncertainty?

- A) Enhancement launches
- B) Scouting options
- C) Platform launches
- D) Stepping stones

Answer: <https://biology-forums.com/index.php?topic=700193>

Question 38

Managers assessing the context of a strategic change know they have to consider preservation. Which of the following questions should they ask?

- A) What power does the change leader have to impose change?
- B) What is the managerial capability to implement change?
- C) What organisational resources need to be maintained?
- D) How quickly is change needed?

Answer: <https://biology-forums.com/index.php?topic=700443>

Question 39

What do the letters of Ghemawat's CAGE framework refer to?

- A) Cultural, Administrative, Geographical and Economic
- B) Culture, Administration, Gender and Ecological
- C) Cash-based, Administrative, Geographical and Ecological
- D) Culture, Anti-American, Geographical and Economic
- E) Cash, Administration, Gender and Economy

Answer: <https://biology-forums.com/index.php?topic=700146>

Question 40

A forcefield analysis provides a view of change problems that focuses on forces reacting against change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700447>

Question 41

The intended strategy approach is also known as the realised strategy approach.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700262>

Question 42

What term is used for the activities that underpin competitive advantage and are difficult for competitors to imitate or obtain?

- A) Threshold competences
- B) Core competences
- C) Unique resources
- D) Threshold resources

Answer: <https://biology-forums.com/index.php?topic=699908>

Question 43

The managers of an organisation are assessing whether they can grow organically, using their own resources. Which of the elements of the Exploring Corporate Strategy model are they working on?

- A) Strategy in action
- B) Strategic position
- C) Strategic planning
- D) Strategic choices

Answer: <https://biology-forums.com/index.php?topic=699802>

Question 44

Which international strategy involves activities that are concentrated but involve low levels of coordination?

- A) Global

- B) Simple export
- C) Multidomestic
- D) Complex export

Answer: <https://biology-forums.com/index.php?topic=700136>

Question 45

Which two of the following are benefits of involving middle managers in strategy formulation?

- A) It gives senior management more time to take more important decisions.
- B) They have direct experience of the realities of the organisation so may make better strategic decisions.
- C) It releases front line managers for activities relating to strategy implementation.
- D) It may improve implementation.

Answer: <https://biology-forums.com/index.php?topic=700468>

Question 46

Which of the following is not a reason for the increasing importance of corporate governance?

- A) The business ethics of the organisation
- B) The need to make organisations visibly accountable to a wide range of stakeholders
- C) The incidence of scandals such as Enron and Parmalat
- D) The need to separate ownership and management

Answer: <https://biology-forums.com/index.php?topic=699912>

Question 47

The analytical approach of specialised planning departments was poorly able to cope with the more dynamic and competitive world that emerged in the late 1970s.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699806>

Question 48

What is represented by the two E's in the PESTEL framework? Choose all that apply.

- A) Effectiveness
- B) Eco-environmental
- C) Efficiency
- D) Experience
- E) Economic

Answer: <https://biology-forums.com/index.php?topic=699854>

Question 49

One of the following writers is not a key contributor to the literature on the emergent approach to strategy. Who is he?

- A) Michael Porter
- B) Henry Mintzberg
- C) Robert Burgelman
- D) James Quinn

Answer: <https://biology-forums.com/index.php?topic=700266>

Question 50

Which of the following are not usually key stakeholder groups in the not-for-profit sector?

- A) Funding providers
- B) Shareholders
- C) Government regulators
- D) Recipients of the service

Answer: <https://biology-forums.com/index.php?topic=699787>

Question 51

The corporate parent is:

- A) The Board of Directors
- B) The management level above SBUs
- C) The management of subsidiaries
- D) The shareholders' representative

Answer: <https://biology-forums.com/index.php?topic=700062>

Question 52

Which of the following is not one of the three broad issues faced in managing finance to enable strategic success?

- A) Managing for value (value and cost drivers)
- B) Funding strategies
- C) Financial expectations of shareholders
- D) Working capital management

Answer: <https://biology-forums.com/index.php?topic=700375>

Question 53

Sensitivity analysis is sometimes referred to as 'so what?' analysis.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700234>

Question 54

What are the two principal potential benefits of being a late mover?

- A) Learning
- B) Free-riding
- C) Economies of scale
- D) Buyer-switching costs

Answer: <https://biology-forums.com/index.php?topic=700186>

Question 55

Which three of the following may be the benefits of collaborating rather than competing?

- A) Shared work with customers
- B) Decreased risk of substitution
- C) Increased buying power
- D) Decreased barriers to entry

Answer: <https://biology-forums.com/index.php?topic=700050>

Question 56

Which of the following statements is correct?

- A) Normally only a few individuals have sufficient power to determine unilaterally the strategy of an organisation.
- B) Few individuals have sufficient power unilaterally to determine the strategy of an organisation.
- C) Internal stakeholders are the most important stakeholders in the strategic development of an organisation.
- D) Individual external stakeholders are the most important stakeholders in the strategic development of an organisation.

Answer: <https://biology-forums.com/index.php?topic=699933>

Question 57

What is a 'tipping point'?

- A) The stage where demand for a product or service suddenly takes off or declines
- B) The stage where demand for a product or service means that the business begins to break even
- C) The stage where the bank finally agrees to lend the money to fund a technological innovation
- D) The stage at which good service is rewarded with a tip

Answer: <https://biology-forums.com/index.php?topic=700382>

Question 58

Managers are usually in a powerful position within organisations to influence the expectations of other stakeholders, therefore:

- A) They should behave with integrity.
- B) They should always attempt to maximise shareholder value.
- C) They should always attempt to maximise stakeholder benefits.
- D) They should always be regulated by an external body.

Answer: <https://biology-forums.com/index.php?topic=699971>

Question 59

Which of the following statements are examples of how organisational structure may contribute to the organisation's culture? Choose all that apply.

- A) A formal, hierarchical structure emphasises that strategy is the province of senior managers.
- B) The marketing team refer to their customers as 'bonus providers'.

C) A highly devolved structure may signify that collaboration is less important than competition.

D) The organisation's rituals include regular social meetings after work.

Answer: <https://biology-forums.com/index.php?topic=700003>

Question 60

Why is market penetration considered the least risky of the strategic directions?

A) The business has knowledge of its existing markets and is selling a proven product.

B) The business has existing skills in developing new products for the market.

C) The competition is known to the firm.

D) Mature markets exhibit little dynamic change.

Answer: <https://biology-forums.com/index.php?topic=700216>

Question 61

Which of the following statements best explains the value chain model?

A) The value chain is a model for evaluating the cost and value of the various activities performed by an organisation and how these activities are interlinked.

B) The value chain is a model for evaluating how value is added at all stages in the industry supply chain.

C) The value chain is a model for evaluating which of an organisation's suppliers offers the best value for money.

D) The value chain is a model for evaluating the linkages between the various departments that make up the organisation.

Answer: <https://biology-forums.com/index.php?topic=699867>

Question 62

Which of the following is not one of the five forces used in Porter's model to analyse industries?

A) Supplier bargaining power

B) Bargaining power of complementors

C) Threat of new entrants

D) Threat from substitutes

E) Bargaining power of customers

Answer: <https://biology-forums.com/index.php?topic=700111>

Question 63

According to Chandler strategy follows structure otherwise inefficiency results.

A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=700326>

Question 64

Which of the following are not necessary for managing strategy development processes?

A) Different strategy development roles at different levels of the organisation

B) A sophisticated IT system

C) Different processes for different purposes

D) Focus on the most important processes

Answer: <https://biology-forums.com/index.php?topic=700272>

Question 65

Which of the following is a basic premise of the rational planning approach to strategy?

A) A logical and rational evaluation of data and courses of action

B) It produces strategies the same as every other organisation's.

C) Strategy formation precedes implementation.

D) A bottom-up strategy development process

Answer: <https://biology-forums.com/index.php?topic=700265>

Question 66

When identifying stakeholders you should:

A) Realise that individuals tend to belong to only one group.

B) Take note of the formal structure of an organisation as a basis of identification.

C) Ignore the fact that stakeholders 'line-up' differently depending on the issue or strategy in hand.

D) Include the 'informal stakeholder groups' and assess their importance.

Answer: <https://biology-forums.com/index.php?topic=699936>

Question 67

Which strategy planning configuration is most likely to be used by organisations operating in stable markets?

- A) Incremental political
- B) Incremental cultural
- C) Planned incrementalism
- D) Imposed political

Answer: <https://biology-forums.com/index.php?topic=700306>

Question 68

Which two of the following are important concepts linked to open innovation?

- A) Ecosystems
- B) Exit strategies
- C) Structuralism
- D) Corporate venturing

Answer: <https://biology-forums.com/index.php?topic=700200>

Question 69

PEST and Porter's 5 forces analysis should be applied to one organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699827>

Question 70

Which of the following are not aspects of the supply side that are likely to affect the pace of diffusion? Choose all that apply.

- A) Observability
- B) Compatibility
- C) Relationship management
- D) Customer innovativeness
- E) Degree of improvement in performance

Answer: <https://biology-forums.com/index.php?topic=700173>

Question 71

Which of the following is a circumstance in which a conglomerate strategy may be effective?

- A) In developed markets
- B) In the energy industry
- C) In commodities
- D) In developing markets

Answer: <https://biology-forums.com/index.php?topic=700067>

Question 72

An organisation needs to plan a rapid reaction to a competitor's pricing move. Which of the following approaches is probably best?

- A) A strategy workshop
- B) Discussion by marketing and finance managers
- C) A small, special project team
- D) Strategic conversation by managers throughout the organisation

Answer: <https://biology-forums.com/index.php?topic=700476>

Question 73

Which of the following questions are not relevant to forcefield analysis?

- A) What aspects might block change?
- B) What aspects might aid change?
- C) How should change be communicated?
- D) What needs to be developed to aid change?

Answer: <https://biology-forums.com/index.php?topic=700414>

Question 74

Which of the following does not feature in Balogun and Hope Hailey's list of contextual features, which influence the management of change?

- A) Preservation

- B) Symbols
- C) Time
- D) Capability
- E) Diversity

Answer: <https://biology-forums.com/index.php?topic=700434>

Question 75

Which of the following does not help explain how Amazon.com was able to maintain its growth strategy, even though it took a long time before it made a profit?

- A) Amazon.com was able to raise large amounts of money from share issues to finance its growth.
- B) The strategy proved suitable given growth of the Internet.
- C) The macroenvironment was very turbulent.
- D) The company was able to build its technical competencies and brand effectively.

Answer: <https://biology-forums.com/index.php?topic=700247>

Question 76

The differential impact of environmental drivers means: (Select one answer only)

- A) The same environmental changes will be an opportunity for some strategies and a threat to other strategies.
- B) Competitors in an industry need to pursue different strategies.
- C) Some organisations are more competent than others.
- D) The same environmental changes will be an opportunity for some organisations and a threat to others.

Answer: <https://biology-forums.com/index.php?topic=699850>

Question 77

Which of the following represents evolutionary change in Balogun and Hope Hailey's framework?

- A) Scope of change is realignment and nature of change is big bang.
- B) Scope of change is transformation and nature of change is big bang.
- C) Scope of change is realignment and nature of change is incremental.
- D) Scope of change is transformation and nature of change is incremental.

Answer: <https://biology-forums.com/index.php?topic=700433>

Question 78

The logic of the synergy manager is that:

- A) The parent acts as an agent for financial markets.
- B) The parent can employ its own competences to add value to the businesses.
- C) There is little value creation at SBU level.
- D) Value can be enhanced across business units.

Answer: <https://biology-forums.com/index.php?topic=700074>

Question 79

In which of the following situations would you expect an organisation to adopt transformational change over incremental change?

- A) Following the launch of a new product
- B) Following excellent annual profit results
- C) In a stable environment which changes little
- D) Following a major crisis

Answer: <https://biology-forums.com/index.php?topic=700413>

Question 80

Which of the following areas is not a key focus of decisions about whether to standardise or adapt to local country conditions?

- A) Marketing strategy
- B) Location of operations
- C) Pay and conditions
- D) Decision making

Answer: <https://biology-forums.com/index.php?topic=700341>

Question 81

Why is it important that objectives are measurable?

- A) Reward systems depend on meeting targets so it is vital that measurements are taken so that performance-related pay and bonuses can be calculated.
- B) Controlling strategy implementation and evaluating the outcomes of a strategy depend on being able to measure organisational performance

against targets.

C) Strategy is best evaluated using quantitative data so measurements must be taken.

D) All of the key measures of business performance are financial and so setting financial targets is vital.

Answer: <https://biology-forums.com/index.php?topic=699779>

Question 82

Which of the following is not one of the cultural frames of reference?

A) Functional

B) Historical

C) National

D) Organisational field

E) Organisational

Answer: <https://biology-forums.com/index.php?topic=699993>

Question 83

Which of the following is often the most important challenge to achieving strategic change?

A) Finding a suitable change agent

B) Identifying the key symbols

C) Making effective plans

D) Changing the paradigm

Answer: <https://biology-forums.com/index.php?topic=700453>

Question 84

Which of the decisions listed below is not an example of a strategic decision?

A) Decision to launch new product

B) Decision to invest in a new production plant

C) Decision to enter a new market

D) Decision to launch a new advertising campaign

Answer: <https://biology-forums.com/index.php?topic=699764>

Question 85

Which two of the following statements explain why the taken-for-granted nature of culture is centrally important in relation to the management of strategy?

A) Organisations can be captured by their culture, making it very difficult to change strategy outside the bounds of that culture.

B) Managers generally stand outside the culture so may not have a clear understanding of it.

C) It is easier to change the paradigm than it is to change particular aspects of the culture.

D) Because it is difficult to observe, identify and control it is difficult to manage.

Answer: <https://biology-forums.com/index.php?topic=699998>

Question 86

Which of the following is not a reason why organisations may follow a logical incrementalism approach?

A) Because managers want to develop a safe, secure, core business and then experiment

B) Because managers have a generalised rather than specific view of strategy

C) Because the environment is uncertain

D) Because it allows the possibility of divestment in the future

Answer: <https://biology-forums.com/index.php?topic=700295>

Question 87

Which of the following ways of using the cultural web is appropriate when managing change?

A) To consider the problems and requirements of strategic change

B) To map the detailed changes required in business processes to implement the future strategy

C) To analyse the current culture of an organisation and consider the differences that are needed to implement future strategy

D) To highlight to staff the incompatibility of the current culture with the future strategy

Answer: <https://biology-forums.com/index.php?topic=700439>

Question 88

Which of the following reasons explains why many organisations are seeking external linkages as a way of creating more value?

A) Partnership arrangements with suppliers are the key to effective JIT.

B) Outsourcing non-core activities allows the organisation to focus on maximising value creation in its core.

C) Outsourcing is currently fashionable in many industry sectors.

D) Outsourcing is a way of reducing the complexity involved in managing an organisation and creates a 'lean organisation'.

Answer: <https://biology-forums.com/index.php?topic=699874>

Question 89

Which of the following are possible outcomes of the final stage of the strategic drift process? Choose all that apply.

- A) The organisation may experience transformational change.
- B) The organisation may be taken over by another organisation.
- C) The organisation may continue as before, creating steady growth for shareholders.
- D) The organisation goes into receivership.

Answer: <https://biology-forums.com/index.php?topic=699980>

Question 90

The governance chain illuminates the roles and relationships of management involved in the governance of an organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699941>

Question 91

Enabling success is concerned with the relationships between:

- A) Strategy and implementation
- B) Overall corporate strategies and the different competitive strategies of the SBUs
- C) Overall business strategies and strategies in separate resource areas such as people, information, finance and technology
- D) Top managers and employees

Answer: <https://biology-forums.com/index.php?topic=700363>

Question 92

Stakeholders are those people who hold a monetary stake in an organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699930>

Question 93

McKinsey & Co research indicates that the people involved in strategy making should remain constant over a period of years to ensure continuity.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700478>

Question 94

Which of the following is not a key stage in the process of an internal analysis?

- A) Structural analysis
- B) Value chain analysis
- C) Scenario planning
- D) A resource audit
- E) Cultural analysis

Answer: <https://biology-forums.com/index.php?topic=699892>

Question 95

Which three of the following are good reasons why understanding the organisation's history is important for managers?

- A) It helps managers to avoid giving too great a weight to recent events.
- B) It makes it less likely that managers will misattribute the reasons for past successes.
- C) It helps managers to stand outside the organisation and make rational decisions.
- D) It ensures that the organisation does not suffer strategic drift.

Answer: <https://biology-forums.com/index.php?topic=699983>

Question 96

How do an organisation's strategic objectives relate to its mission?

- A) Strategic objectives do not usually relate to the mission but are the basis for an organisation's strategic plan.
- B) Strategic objectives break the mission down into those parts that relate to specific functional areas of the business.
- C) Strategic objectives are based on the mission but each one relates to a specific SBU of the organisation.

D) Strategic objectives provide a more precise or quantifiable basis for developing strategy than the general mission statement.

Answer: <https://biology-forums.com/index.php?topic=699778>

Question 97

Which of the following is not a way to sustain price-based advantage?

- A) Having organisationally specific capabilities which drive down cost throughout the value chain
- B) Having deep pockets to fund a price war
- C) Selling higher volumes at reduced margins
- D) Focusing on markets where high product/service value is appreciated by customers
- E) Cross subsidising the low margin business from other parts of the business portfolio

Answer: <https://biology-forums.com/index.php?topic=700020>

Question 98

Which authors developed the parenting matrix?

- A) Hamel and Prahalad
- B) Mintzberg and Waters
- C) Balogun and Hope Hailey
- D) Goold and Campbell

Answer: <https://biology-forums.com/index.php?topic=700080>

Question 99

What are the two aims of creating a cultural web?

- A) To analyse the historical reasons for particular aspects of the existing culture.
- B) To understand the effects of the existing culture.
- C) To design a suitable culture.
- D) To understand the existing culture.

Answer: <https://biology-forums.com/index.php?topic=699999>

Question 100

Which of the following statements is correct?

- A) Internationalisation requires managers to learn new ways of doing business.
- B) Internationalisation means that the same business practices are used worldwide.
- C) Large successful companies do not need to consider the different factors influencing national markets.
- D) There is no requirement for companies to accumulate knowledge of doing business overseas.

Answer: <https://biology-forums.com/index.php?topic=700119>

Question 101

Chronological analysis involves setting down the sequence of the key, non-financial, events showing change in the organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699989>

Question 102

The financial control style is an example of a functional organisational structure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700333>

Question 103

Which of the following may identify organisations that form a strategic group? Choose all that apply.

- A) They follow similar strategies.
- B) They compete on similar bases.
- C) They are strategic business units within a single organisation.
- D) They have similar characteristics.

Answer: <https://biology-forums.com/index.php?topic=699858>

Question 104

What term is used for the set of assumptions held relatively in common and taken from granted in an organisation?

- A) Paradigm

- B) Beliefs
- C) Field
- D) Behaviours
- E) Values

Answer: <https://biology-forums.com/index.php?topic=699997>

Question 105

Which of the following is not a political mechanism for bringing about change?

- A) Changing symbols
- B) Overcoming resistance
- C) Achieving compliance
- D) Building the power base

Answer: <https://biology-forums.com/index.php?topic=700424>

Question 106

Which of the following is a disadvantage of exporting as a foreign entry mode?

- A) Economies of scale
- B) Even inexperienced firms can gain access to export markets via the Internet
- C) No operational facilities required in the host country
- D) Exposure to trade barriers such as import tariffs

Answer: <https://biology-forums.com/index.php?topic=700116>

Question 107

Many companies aim to provide customers with a high level of information before that customer then phones or visits the showroom. Which of the following strategies is this?

- A) Differentiation
- B) Customisation
- C) Routinisation
- D) Mass customisation

Answer: <https://biology-forums.com/index.php?topic=700398>

Question 108

Supranational culture refers to:

- A) The development of single cultural 'norms' across several nations
- B) The fragmentation of national cultures
- C) The dominance of one national culture
- D) The transfer of national cultural characteristics

Answer: <https://biology-forums.com/index.php?topic=699970>

Question 109

Which of the following is not an indicator of SBU strength compared with competition?

- A) Managerial competence
- B) Competitive position in terms of e.g. image, breadth of product line
- C) Financial resources
- D) Market share
- E) Competitive structure

Answer: <https://biology-forums.com/index.php?topic=700079>

Question 110

In the private sector, strategy making is dominated by pursuit of which of the following objectives?

- A) Profits
- B) New product development
- C) Corporate social responsibility
- D) Market share

Answer: <https://biology-forums.com/index.php?topic=699782>

Question 111

Which of the following criteria is likely to be a key determinant in your university's decision to launch a degree in E-business?

- A) The risk associated with the proposal
- B) Number of competitors offering similar programmes

- C) Prevailing market conditions
 - D) Acceptability of the proposal to the department for education
- Answer: <https://biology-forums.com/index.php?topic=700250>

Question 112

Having assessed a country using PESTEL and CAGE analyses, you conclude that the situation may be suitable. However, you note that there are many existing competitors and low barriers to further new entrants from overseas. What action would you take?

- A) Reject the country as a suitable location.
- B) Review your PESTEL analysis.
- C) Accept the country as a suitable location.
- D) Investigate further.
- E) Review your CAGE analysis.

Answer: <https://biology-forums.com/index.php?topic=700147>

Question 113

Which of the following is not a way to sustain differentiation based advantage?

- A) Co-specialisation with the buyers organisation
- B) Creating difficulties of imitation
- C) Entering a price war
- D) Developing high switching costs

Answer: <https://biology-forums.com/index.php?topic=700021>

Question 114

Which of the following is a commonly used basis for organising a multidivisional structure?

- A) Revenues generated
- B) Technology
- C) Personnel
- D) Geography

Answer: <https://biology-forums.com/index.php?topic=700317>

Question 115

The macro-environment (or 'far' external environment) comprises those influences from within the organisation's industry environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699843>

Question 116

What is the difference between inbound and outbound logistics?

- A) Inbound logistics is concerned with the processes for handling all deliveries of materials, mail, returned goods, etc. to the organisation, while outbound logistics is concerned with their return to whoever sent them in the event of a problem
- B) Inbound logistics describes the purchase of input (feed or raw material) stocks, their storage and internal distribution, while outbound logistics concerns finished goods storage and distribution.
- C) Inbound logistics involves scheduling of all production activity, whereas outbound logistics involves the despatch of finished goods to the appropriate customer.
- D) Inbound logistics concerns ease of access to a manufacturing site, whereas outbound logistics concerns ease of exit.

Answer: <https://biology-forums.com/index.php?topic=699869>

Question 117

Which of the following is analysed using Porter's Diamond?

- A) Groups within an industry with similar characteristics and following similar strategies
- B) The sources of competition in an industry or sector
- C) An organisation's value chain
- D) The key drivers of change
- E) The reasons why some nations are more competitive than others

Answer: <https://biology-forums.com/index.php?topic=700112>

Question 118

Collaboration is likely to be advantageous when the combined costs of purchase and buying transactions are lower through collaboration than the cost of operating alone.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=700053>

Question 119

Which are the main types of reason for pursuing a strategy of internationalisation?

- A) Political reasons, technological reasons and corporate governance reasons
- B) Copying what competitors do, exhaustion of local market, political reasons
- C) Fun to travel and excuse to get an executive jet
- D) Market based reasons, leveraging strategic capabilities and economic benefits

Answer: <https://biology-forums.com/index.php?topic=700113>

Question 120

An organisation is considering bringing a new product to market. Which two of the following must be integrated when considering labour?

- A) Manufacturing
- B) Products
- C) Labour
- D) Relations with customers
- E) Finances

Answer: <https://biology-forums.com/index.php?topic=700401>

Question 121

Which of the following does stakeholder mapping not help us to understand?

- A) Whether the levels of interest and power of stakeholders properly reflect the corporate governance framework
- B) Who the key blockers and facilitators of a strategy are
- C) Whether repositioning of certain stakeholders is desirable or feasible
- D) What the sources of funding for the organisation are

Answer: <https://biology-forums.com/index.php?topic=699921>

Question 122

Which of the following is not one of the conditions that encourage the oil industry to use scenarios when planning strategy?

- A) Organisations have to make substantial commitments into the future.
- B) There is a limited number of key drivers.
- C) Plans are hard to reverse in adverse circumstances.
- D) Outcomes vary radically depending on the option chosen.
- E) The number of competitors is particularly large.

Answer: <https://biology-forums.com/index.php?topic=699852>

Question 123

If the capabilities of an organisation do not meet customer needs, at least to threshold level, the organisation cannot survive.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699909>

Question 124

Which of the following issues is not likely to increase the competitive intensity in an industry?

- A) The company has powerful suppliers.
- B) There is a low threat of new entrants.
- C) There is a high threat of new entrants.
- D) The company has powerful buyers.

Answer: <https://biology-forums.com/index.php?topic=699822>

Question 125

A manufacturing company realises that its components and products could be made more cheaply in a range of countries; the products need to be carefully tailored to suite customers in a range of countries. What international strategy should it adopt?

- A) Complex export
- B) Multidomestic
- C) Simple export
- D) Global

Answer: <https://biology-forums.com/index.php?topic=700139>

Question 126

Which of the following is not an example of differentiation based competitive advantages?

- A) Service standards
- B) Just In Time (JIT) inventory management
- C) Branding
- D) Product positioning strategy
- E) Superior product quality

Answer: <https://biology-forums.com/index.php?topic=700032>

Question 127

Which of the following is not a value-creating reason for diversification?

- A) Need to respond to environmental change
- B) A diverse range of products/services can diffuse management effort
- C) Efficiency gains from applying existing resources and competences to new markets and products/services
- D) A diverse range of products/services can increase market power
- E) Gains from applying corporate managerial capabilities to new markets and products/services

Answer: <https://biology-forums.com/index.php?topic=700063>

Question 128

On what grounds might the Competition Commission block a merger or acquisition?

- A) Unacceptably high pay-offs to managers
- B) It creates very high fees for advisors.
- C) It is damaging to consumer interests.
- D) It will result in job losses.

Answer: <https://biology-forums.com/index.php?topic=700233>

Question 129

Which of the following statements apply to SBUs? Choose all that apply.

- A) Different competitive strategies may be needed for each SBU.
- B) Each SBU typically competes in a different market or market segment.
- C) Each SBU must have a separate manager responsible for its performance.
- D) They may be organisationally separate.

Answer: <https://biology-forums.com/index.php?topic=700040>

Question 130

Which of the following is a tool for diagnosing organisational context?

- A) PEST analysis
- B) Porter's 5 forces
- C) Porter's Diamond
- D) Cultural Web

Answer: <https://biology-forums.com/index.php?topic=700415>

Question 131

Which are the two axes of the BCG matrix?

- A) Growth and attractiveness
- B) Growth and market share
- C) Long term market attractiveness and SBU strength
- D) Fit between business unit CSFs and the parent's skills resource and characteristics; fit between business unit parenting opportunities and the parent's skills, resources and characteristics

Answer: <https://biology-forums.com/index.php?topic=700077>

Question 132

IT increases value for customers, enables firms to outperform competitors but has little impact on making a firm's capabilities difficult to imitate.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700395>

Question 133

Which of the following resources do you think is the key resource in attracting students to a university?

- A) Reputation
- B) Staff skills
- C) Facilities
- D) Financial stability

Answer: <https://biology-forums.com/index.php?topic=699895>

Question 134

What point identifies the time at which demand for a new product or service starts to show a rapid increase?

- A) Tripping point
- B) Tipping point
- C) Diffusion point
- D) S-curve inflexion

Answer: <https://biology-forums.com/index.php?topic=700177>

Question 135

Which of the following statements best defines a barrier to entry?

- A) A barrier to entry is anything that stops a firm in the industry developing a new product for a market segment not currently served.
- B) A barrier to entry is anything that stops a firm not currently operating in an industry from joining that industry.
- C) A barrier to entry is anything that makes an identified market segment unattractive to firms.
- D) A barrier to entry is anything that stops an organisation from moving from one strategic group to another.

Answer: <https://biology-forums.com/index.php?topic=699817>

Question 136

What is the purpose of the feedback and control processes that accompany the implementation of strategy?

- A) To provide a chain of command by which senior management can control the actions of middle managers
- B) To check whether targets are being met and other desired outcomes are being achieved
- C) To provide an appraisal system to inform staff how well they have done in implementing the strategy

Answer: <https://biology-forums.com/index.php?topic=700440>

Question 137

Which two of the following are not key factors that the Boston Consulting Group use when managing strategic change programmes?

- A) Time and effort for managing change
- B) A high-integrity change team
- C) Milestones for reviewing progress
- D) Visible commitment to change
- E) Identification of levers through cultural web analysis
- F) Identification of resistance through forcefield analysis

Answer: <https://biology-forums.com/index.php?topic=700460>

Question 138

Which of the following statements best defines product development?

- A) The development of the underlying technologies used in the products the firm sells
- B) The development of new products to sell in existing markets
- C) R&D activity to generate possible new products for launch if sales of existing ones decline
- D) The evolution of products supplied by an industry over time

Answer: <https://biology-forums.com/index.php?topic=700219>

Question 139

What three important tasks do strategic planners have?

- A) To make strategic decisions
- B) To provide information and analysis
- C) To support top management on special projects
- D) To manage the strategy process

Answer: <https://biology-forums.com/index.php?topic=700466>

Question 140

Yip describes the key drivers of globalisation as market globalisation, cost globalisation, globalisation of competition and globalisation of suppliers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699847>

Question 141

Which three of the following are useful categories when carrying out forcefield analysis?

- A) Style
- B) Pushing
- C) Additional
- D) Resisting
- E) Culture

Answer: <https://biology-forums.com/index.php?topic=700448>

Question 142

Which of the following is not an example of utilising the international value network?

- A) Availability of unique national capabilities
- B) Global sourcing
- C) Ability to differentiate products to meet national market requirements
- D) Running an export operation from the home base

Answer: <https://biology-forums.com/index.php?topic=700120>

Question 143

Which two of the following are ways in which use of SWOT in practice often deviates from textbook recommendations?

- A) It produces lists that are unmanageably long.
- B) S and W factors are often considered of more importance than O and T factors.
- C) O and T factors are often considered of more importance than S and W factors.
- D) Factors are rarely probed or refined.

Answer: <https://biology-forums.com/index.php?topic=700480>

Question 144

Which of the following is not a characteristic of a hypercompetitive environment?

- A) Low levels of competition
- B) Uncertain
- C) Fast changing
- D) Turbulence

Answer: <https://biology-forums.com/index.php?topic=700024>

Question 145

Which of the following are robust first-mover advantages? Choose all that apply.

- A) Ability to charge high prices
- B) Reputation for being first
- C) Scale benefits
- D) Pre-emption of scarce resources

Answer: <https://biology-forums.com/index.php?topic=700185>

Question 146

Which of the following is not a value adding activity of the corporate parent?

- A) Actively seeking to challenge and develop the strategic ambitions of the business units
- B) Providing expertise and services not available within smaller units
- C) Buffering managers from the realities of the financial markets by providing a financial safety net
- D) Investment, especially in the early days of new ventures
- E) Providing clarity and focus in envisioning the overall role and expectations of the organisation

Answer: <https://biology-forums.com/index.php?topic=700072>

Question 147

A strategic business unit is a part of an organisation for which there is a distinct external market for goods or services that is different from another SBU.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699792>

Question 148

Entrepreneurs who have successfully exited ventures and started others in a sequence are known as serial entrepreneurs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700196>

Question 149

In which three ways are the top management team constrained?

- A) They are often appointed by the CEO so may lack independence.
- B) They can only offer an external view of the organisation.
- C) They tend to work for consensus and avoid conflict.
- D) They typically also hold operational responsibilities which may distract them.

Answer: <https://biology-forums.com/index.php?topic=700464>

Question 150

What term is used for the process in which firms initially use entry modes to allow them to maximise knowledge acquisition whilst minimising the exposure of their assets?

- A) Reactivity
- B) Licensing
- C) Emergencingisation
- D) Staged international expansion

Answer: <https://biology-forums.com/index.php?topic=700150>

Question 151

At what level of analysis would you apply the PESTEL framework?

- A) The industry level
- B) The society level
- C) The firm level
- D) The competitor level

Answer: <https://biology-forums.com/index.php?topic=699844>

Question 152

The political view of strategy development involves assessing the major political drivers of change in the macroenvironment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700276>

Question 153

Realised strategy is not always the same as intended strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700273>

Question 154

What do you understand by the term 'cultural web'?

- A) It is a reference to the way people who join an organisation get caught up in the beliefs, values and established ways of working without realising it.
- B) It is a trap some organisations fall into whereby they get convinced that their way of doing things is best because their culture blinds them to other possibilities.
- C) It is a model for understanding the web of values and beliefs that underpin an organisation's approach to strategy.
- D) It is a diagnostic tool that examines the taken-for-granted assumptions of an organisation and the physical manifestations of organisational culture.

Answer: <https://biology-forums.com/index.php?topic=699961>

Question 155

Which of the following is the main assumption of the principal-agent model?

- A) Agents will work diligently for principals provided they are offered incentives.
- B) Principals will not work diligently for agents unless incentives are carefully and appropriately aligned.
- C) Agents will not work diligently for principals unless incentives are carefully and appropriately aligned.
- D) Principals will work diligently for agents provided they are offered incentives.

Answer: <https://biology-forums.com/index.php?topic=699942>

Question 156

Supervisors and employees may not understand how their work contributes to the organisation's overall aims. How can organisations avoid this problem?

- A) By monitoring performance more closely.
- B) By stating the aims as a mission.
- C) By setting clear targets.
- D) By creating a cascade of objectives.

Answer: <https://biology-forums.com/index.php?topic=699958>

Question 157

Which two of the following are the key reasons why cost efficiency is becoming a threshold strategic capability?

- A) Competitive rivalry continually drives down costs.
- B) Customer do not value product features at any price.
- C) Barriers to entry increase as cost decreases.
- D) Supplier power increases as product life increases.

Answer: <https://biology-forums.com/index.php?topic=699902>

Question 158

Corporate parenting seeks to analyse:

- A) Relationships between head office and subsidiaries
- B) Corporate strategy
- C) Value adding and value destroying activities of corporate parents
- D) Employee relations

Answer: <https://biology-forums.com/index.php?topic=700070>

Question 159

Which are the three fundamental dilemmas that face managers with relation to innovation?

- A) Technology push as against market pull?
- B) How can innovation be planned in advance?
- C) Product or process innovation?
- D) Technological or broader business model innovation?

Answer: <https://biology-forums.com/index.php?topic=700162>

Question 160

Which of the following important issues that affect the management of strategy are highlighted by the governance chain? Choose all that apply.

- A) Who are the shareholders?
- B) Which management structure will lead to greatest production efficiency?
- C) Who are executives responsible to?
- D) How can production costs be minimised?
- E) How can financial beneficiaries ensure scrutiny and control?

Answer: <https://biology-forums.com/index.php?topic=699943>

Question 161

A transnational structure combines high local responsiveness with low global coordination.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700328>

Question 162

An organisation is considering bringing a new product to market. Which three of the following must be integrated with Research and Development?

- A) Relations with customers
- B) Finances
- C) Manufacturing
- D) Products
- E) Labour

Answer: <https://biology-forums.com/index.php?topic=700402>

Question 163

Which three elements underly Yip's cost driver category?

- A) The existence of country-specific differences
- B) The possibility of transferable marketing
- C) Favourable logistics
- D) The benefits of economies of scale

Answer: <https://biology-forums.com/index.php?topic=700130>

Question 164

Which of the following is not a typical context for imposed political strategy development?

- A) Larger manufacturing organisations
- B) New and growing markets
- C) Public sector organisations
- D) Declining and hostile environments

Answer: <https://biology-forums.com/index.php?topic=700284>

Question 165

Which of the following is not a type of control process?

- A) Multidivisional
- B) Cultural
- C) Performance targeting
- D) Direct supervision
- E) Self-control and personal motivation

Answer: <https://biology-forums.com/index.php?topic=700334>

Question 166

What is a critical success factor?

- A) These are the key things that attract praise and positive comments from industry analysts.
- B) These are the key things the organisation must be able to do to meet customer needs and match competitor offerings in a given environment.
- C) These are the critical elements of a strategy that must be tightly controlled to ensure the organisation makes a profit.
- D) These are key elements of an organisations strategy that made if successful.

Answer: <https://biology-forums.com/index.php?topic=699841>

Question 167

Which of the following terms in the Ansoff matrix is used for developing new products for new markets?

- A) Market development
- B) Market penetration
- C) Diversification
- D) Product development

Answer: <https://biology-forums.com/index.php?topic=700086>

Question 168

An effective internal analysis of strategic capability should provide answers to which of the following questions?

- A) Does the organisation possess the basic resources and competencies needed to survive in its environment?
- B) What are the critical success factors that the resources must match?
- C) Does the organisation target appropriate market segments?
- D) What are the resource capabilities of the firm's main rivals?

Answer: <https://biology-forums.com/index.php?topic=699861>

Question 169

Which three of the following elements make up the Exploring Corporate Strategy model?

- A) Strategic choices
- B) Strategic position
- C) Strategic planning
- D) Strategy in action

Answer: <https://biology-forums.com/index.php?topic=699798>

Question 170

Corporate parents that wish to avoid value destruction should keep a close eye on financial centre costs, but can assume that bureaucratic costs can be controlled quite easily.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700106>

Question 171

The possibility of transferable marketing means that firms like Coca Cola must devise independent marketing campaigns for every country.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700129>

Question 172

What is corporate social responsibility?

- A) The ways an organisation seeks to exceed the minimum obligations to stakeholders
- B) It is another way of saying business ethics.
- C) The formal ways in which an organisation has to present its performance to the public at the annual shareholders meeting and in the Annual Report
- D) Just another management fad

Answer: <https://biology-forums.com/index.php?topic=699925>

Question 173

History is important in terms of how it influences current strategy; it is generally easy to trace links to the organisation as it currently exists.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699992>

Question 174

The bargaining power of suppliers depends on which of the following?

- A) Value for money
- B) The profitability of the industry
- C) Low switching costs
- D) Capital costs
- E) The uniqueness and scarcity of the resource that suppliers provide

Answer: <https://biology-forums.com/index.php?topic=699821>

Question 175

Which of the following features might be appropriate to preserve when undertaking strategic change?

- A) Blame culture
- B) Outdated heritage systems
- C) Rigid views that there is only one way to do things
- D) Expertise and motivation of key technical specialists

Answer: <https://biology-forums.com/index.php?topic=700438>

Question 176

Which of the following is not an example of market development?

- A) Sony begins exporting Play Station 2 to North Korea.
- B) Tesco opens ten new stores in Germany.
- C) Dell enters a previously untapped segment with a selection of products from its existing portfolio.
- D) Jaguar launches the X Type or 'baby Jag'.

Answer: <https://biology-forums.com/index.php?topic=700218>

Question 177

Which of Porter's home base determinants relates to the German companies' strategy of investing in engineering industries and creating large pools of expertise?

- A) Factor conditions
- B) Governmental policy
- C) Related and supporting industries
- D) Home demand conditions
- E) Firm strategy, industry structure and rivalry

Answer: <https://biology-forums.com/index.php?topic=700135>

Question 178

Why did some car manufacturers withdraw from forward integration in the late 1990s?

- A) Because the level of synergy was too high.
- B) Because their loss of value links did not outweigh the benefits in capabilities.
- C) Because their lack of capabilities did not outweigh the benefits in value links.
- D) Because their loss of value links did not outweigh the loss of benefits in capabilities.

Answer: <https://biology-forums.com/index.php?topic=700101>

Question 179

Reinforcing cycles are created by the dynamic interaction between:

- A) The environment, the strategic capability and the culture
- B) Managers, suppliers and competitors
- C) The environment, the configuration and the elements of strategy
- D) The environment, the industry and the organisation

Answer: <https://biology-forums.com/index.php?topic=700325>

Question 180

Which of the following comments apply to the fair-trade business model? Choose all that apply.

- A) Fair-trade organisations often become much more closely involved with their suppliers than commercial organisations do.
- B) Fair-trade operations aim to become highly profitable businesses.
- C) There are often benefits to both sides if a fair-trade organisation works with a commercial enterprise.
- D) The primary social mission of a fair-trade is to benefit customers by minimising costs.

Answer: <https://biology-forums.com/index.php?topic=700208>

Question 181

In which of the categories of the Exploring Corporate Strategy model would you place the organisation's environment, purpose, culture and capability?

- A) Strategy in action
- B) Strategic position
- C) Strategic choices

Answer: <https://biology-forums.com/index.php?topic=699800>

Question 182

Activity map is used to show how the different activities of an organisation are linked together.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699871>

Question 183

Which of the following is not a characteristic of logical incrementalism?

- A) Deliberate formulation of strategic directions by managers
- B) Ongoing adjustment of strategy
- C) Step-by-step, small-scale change
- D) Constant environmental scanning

Answer: <https://biology-forums.com/index.php?topic=700275>

Question 184

Advocates of the learning organisation maintain that the organisation itself knows more than the collective knowledge of all the individuals.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700279>

Question 185

Which companies are most challenged by disruptive innovations?

- A) Those with a multi-business model based on one main product or service
- B) Those with a multi-business model based on many products or services
- C) Those with a single business model based on many products or services
- D) Those with a single business model based on one main product or service

Answer: <https://biology-forums.com/index.php?topic=700190>

Question 186

A vision statement aims to provide employees and stakeholders with clarity about the overall purpose of the organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699957>

Question 187

Communities of practice are formal, bureaucratic ways of generating innovative solutions and sharing knowledge.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700337>

Question 188

Which of the following may be affected by path dependency and lock-in?

- A) People's day-to-day behaviour
- B) Training and education
- C) Value systems
- D) Technology
- E) All of the above

Answer: <https://biology-forums.com/index.php?topic=699986>

Question 189

What do you understand by the term 'strategic direction'?

- A) 'Strategic direction' refers to the direction the organisation would like to move in the next five years.
- B) 'Strategic direction' refers to the general direction in which an industry as a whole is moving.
- C) 'Strategic direction' refers to the underlying intent of a strategy, e.g. growth, consolidation, market entry or diversification.
- D) 'Strategic direction' refers to the leadership offered by the senior management team of an organisation.

Answer: <https://biology-forums.com/index.php?topic=699768>

Question 190

A strategic alliance is where two or more organisations share resources and activities to pursue a strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700231>

Question 191

What name is given to the ensuring that a sufficiently large pool of talent exists for future work requirements, rather than preparing people for particular jobs.

- A) Retention-focused recruitment
- B) Training and development
- C) Succession planning
- D) Recruitment-focused retention

Answer: <https://biology-forums.com/index.php?topic=700390>

Question 192

Internationalisation is likely to be particularly beneficial for service sector organisations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700158>

Question 193

Which of the following best defines dynamic capabilities?

- A) An organisation's ability to maintain its position as the most cost efficient in its industry/sector
- B) An organisation's ability to develop and change its staff if they fail to meet the requirements of the managers
- C) An organisation's ability to develop and change competences to meet the needs of rapidly changing environments
- D) An organisation's ability to develop and change competences to meet the rapidly changing needs of customers

Answer: <https://biology-forums.com/index.php?topic=699875>

Question 194

Which of the following five forces is/are most important during the decline stage of an industry life cycle?

- A) Threat of entry
- B) Power of customers
- C) Power of suppliers
- D) Rivalry

Answer: <https://biology-forums.com/index.php?topic=699857>

Question 195

Which approach to communicating strategy involves tasking each level of managers to convey the strategy directly to the level below?

- A) Impacting
- B) Delegating
- C) Cascading
- D) Roadshows

Answer: <https://biology-forums.com/index.php?topic=700497>

Question 196

What term is used for an approach in which individuals and groups create independent organisations to mobilise ideas and resources and address social problems?

- A) Social entrepreneurship
- B) Social engineering
- C) Entrepreneurship
- D) Sociological innovation

Answer: <https://biology-forums.com/index.php?topic=700203>

Question 197

Which of the following financial methods most easily shows whether a company's cumulative cash flow over a given period is likely to exceed the funds invested?

- A) Payback period
- B) Discounted cash flow
- C) Return on capital employed
- D) Non-discounted cash flow

Answer: <https://biology-forums.com/index.php?topic=700258>

Question 198

Organisation design is all about utilising the latest fashions in office furniture to create an atmosphere conducive to success.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700312>

Question 199

Which three of the following are most likely to be effective value-creating benefits from diversification?

- A) Efficiency gains
- B) Increasing market power
- C) Spreading risk
- D) Stretching corporate parenting capabilities

Answer: <https://biology-forums.com/index.php?topic=700092>

Question 200

Which of the following is not one of the categories of simple rules?

- A) How-to
- B) Creative
- C) Exit
- D) Boundary
- E) Timing
- F) Priority

Answer: <https://biology-forums.com/index.php?topic=699960>

Question 201

Which of the following is not one of the four main dangers that Mintzberg identifies in formal systems of strategic planning?

- A) Confusing strategy with the plan
- B) Dampening of innovation
- C) Lack of ownership
- D) Lack of leadership
- E) Becoming detached from reality

Answer: <https://biology-forums.com/index.php?topic=700292>

Question 202

Which of the following are identified as a result of external analysis?

- A) Strengths and weaknesses
- B) Competitive advantages
- C) Core competencies
- D) Threats and opportunities

Answer: <https://biology-forums.com/index.php?topic=699842>

Question 203

What term is used for the process of winning the attention and support of top management and other important stakeholders for strategic issues?

- A) Procrastination
- B) Executive expansion
- C) Strategic analysis
- D) Strategic issue selling

Answer: <https://biology-forums.com/index.php?topic=700486>

Question 204

Which of the following is not an aspect of the cultural web?

- A) Control systems
- B) Symbols
- C) Rituals
- D) Stories
- E) People
- F) Power structures

Answer: <https://biology-forums.com/index.php?topic=700000>

Question 205

Which of the following is a key question for 'content researchers'?

- A) What sort of strategy performs best under what conditions?
- B) How does discourse shape what is actually going on?
- C) How can we construct a mathematical model of a complex world?
- D) How can managers make rational decisions based on all the relevant information?

Answer: <https://biology-forums.com/index.php?topic=699804>

Question 206

Which three of the following are key guidelines for using SWOT?

- A) Use the list to decide what to investigate further.
- B) Spend time identifying all the relevant factors
- C) Plan concrete actions on prioritised factors.
- D) Focus on the key factors.

Answer: <https://biology-forums.com/index.php?topic=700481>

Question 207

Which of the following is not an advantage of a centralised organisation structure?

- A) More consistent decision making
- B) Better co-ordination of units
- C) Less motivation for middle managers
- D) Less duplication of effort

Answer: <https://biology-forums.com/index.php?topic=700313>

Question 208

A realised strategy is a strategy actually being followed by an organisation in practice which may differ from the intended strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700277>

Question 209

Which of the following are roles that are likely to involve strategy development? Choose all that apply.

- A) Strategy consultant
- B) In-house strategy specialist
- C) Team supervisor
- D) Manager of a business unit in a multinational

Answer: <https://biology-forums.com/index.php?topic=699803>

Question 210

How might managers create a 'confusion' of SBUs?

- A) By creating a management structure with an excessive number of middle managers.
- B) By subdividing the market into many segments based on different criteria.
- C) By giving equal weight to the needs of every supplier.
- D) By subdividing the market into segments.

Answer: <https://biology-forums.com/index.php?topic=700041>

Question 211

What do you understand by the term 'corporate social responsibility'?

- A) It refers to an organisation that is more responsive to the needs of their various stakeholder groups.
- B) It refers to an organisation that acts in a responsible manner in relation to the social, economic and environmental impacts of its actions and decisions.
- C) It refers to an organisation that is more accountable to its board of directors.
- D) It refers to an organisation that takes more responsibility for the social interaction of their employees.

Answer: <https://biology-forums.com/index.php?topic=699927>

Question 212

Which of the following is a danger for an organisation that uses outsourcing as part of its strategy for reconfiguring its value chain?

- A) That core activities will be outsourced and core competencies lost
- B) That the firm loses control of activities
- C) That the organisation's employees will be replaced by cheaper staff
- D) That they will select companies on the basis of lowest price

Answer: <https://biology-forums.com/index.php?topic=699898>

Question 213

Which of the following is not a key stage in the process of analysing strategic capability?

- A) Resource audit
- B) Business process re-engineering
- C) Value chain analysis
- D) Activity mapping
- E) Analysis of cost and value drivers

Answer: <https://biology-forums.com/index.php?topic=699885>

Question 214

The process of applying the value chain model involves which of the following steps?

- A) Aggregation of all the activities of the organisation
- B) Identification of the effectiveness and efficiency of individual activities and processes
- C) Identification of different types of resources as used in the resource audit
- D) Allocation of all of the organisation's processes to the categories in Porter's diagram

Answer: <https://biology-forums.com/index.php?topic=699870>

Question 215

Which of the following is not involved when evaluating the acceptability of a strategic option?

- A) The degree of risk that the strategy involves in terms of the risk and the ability of the business to stand that risk
- B) The competitive advantage likely to be achieved by the strategy in terms of profitability, costs and benefits and impact on shareholder value
- C) The attractiveness of the strategy to the organisation's stakeholders
- D) The ability of the organisation to secure the resources required to implement the strategy

Answer: <https://biology-forums.com/index.php?topic=700254>

Question 216

Which of the following would a market penetration strategy not involve?

- A) Efficiency gains and cost reductions
- B) Improved service or quality to improve the reputation of the organisation and differentiate it
- C) Improving existing core competencies or building new ones.
- D) Exporting to increase sales
- E) Existing core competencies

Answer: <https://biology-forums.com/index.php?topic=700214>

Question 217

What term is used for the underlying principles that guide an organisation's strategy?

- A) Mission
- B) Core values
- C) Vision
- D) Aims

Answer: <https://biology-forums.com/index.php?topic=699955>

Question 218

Which of the following is a way that IT contributes to the robustness of core competences?

- A) By developing automated systems which are easy to understand
- B) By facilitating communications
- C) By embedding the competences in the way the organisation works as tacit knowledge leading to causal ambiguity
- D) By codifying and automating business systems

Answer: <https://biology-forums.com/index.php?topic=700370>

Question 219

Which of the following features valued by customers may result from the enhanced capabilities of IT? Choose all that apply.

- A) Ease of handling the organisation's payroll
- B) Personalised products
- C) Improved pre-purchase information
- D) Shorter development times for new features
- E) Lower prices

Answer: <https://biology-forums.com/index.php?topic=700396>

Question 220

What are the two key points highlighted by the inverted-U curve?

- A) Internationalisation allows firms to realise benefits such as economies of scale.
- B) Profits can be maximised by maximising the level of international exposure.
- C) Smaller companies should not attempt to expand internationally.
- D) There are costs related to the high levels of organisational complexity.

Answer: <https://biology-forums.com/index.php?topic=700157>

Question 221

The axes on Bowman's strategy clock are:

- A) Fast/slow response and high/low quality
- B) High/low perceived product/service benefits and high/low price
- C) High/low price and high/low quality
- D) High/low market focus and high/low price

Answer: <https://biology-forums.com/index.php?topic=700018>

Question 222

Which of the following is not a typical example of critical success factors?

- A) Price competitiveness
- B) Unit costs

- C) Product quality
- D) Effective distribution
- E) Effective leadership

Answer: <https://biology-forums.com/index.php?topic=699834>

Question 223

Which of the following is not an example of strategic advantage attained through technology?

- A) Differentiated personal service
- B) Technical novelty of process
- C) Legal protection of intellectual property
- D) Technical novelty of product
- E) Robust design

Answer: <https://biology-forums.com/index.php?topic=700380>

Question 224

Comparing two companies manufacturing IT equipment, Apple can be said to focus on product innovation and Dell on process innovation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700166>

Question 225

Which of the following does not determine the pace of diffusion of innovation?

- A) Experimentation
- B) Market awareness
- C) Observability
- D) Strong financial management
- E) Degree of improvement in performance above current products

Answer: <https://biology-forums.com/index.php?topic=700381>

Question 226

Which of the following is one of the problems of game theory?

- A) It assumes that competitors behave rationally.
- B) It provides food for thought about cooperation rather than conflict.
- C) It provides a useful way of thinking through competitor moves.
- D) It provides scenarios of competitor behaviour which are taken into account in developing strategy.

Answer: <https://biology-forums.com/index.php?topic=700031>

Question 227

Which two of the following are often dilemmas in organising for success?

- A) Flexibility or accountability?
- B) Hierarchies or networks?
- C) Structure or hierarchy?
- D) Vertical accountability or horizontal integration?

Answer: <https://biology-forums.com/index.php?topic=700356>

Question 228

Organisations achieve competitive advantage by providing their customers with what they want or need, better or more effectively than competitors.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700011>

Question 229

Which term is used for the overall purpose of the organisation?

- A) Mission
- B) Vision
- C) Strategic capability
- D) Goal

Answer: <https://biology-forums.com/index.php?topic=699796>

Question 230

Which of the following is the correct explanation of a team-based structure?

- A) It combines both horizontal and vertical coordination via cross functional teams.
- B) It consists of many different projects which are created and dissolved on an ad hoc basis.
- C) It consists of many different teams, all being coached to compete against each other.
- D) It consists of different regional offices which all form their own closely knit teams.

Answer: <https://biology-forums.com/index.php?topic=700327>

Question 231

Which of the following is not a weakness of the Japanese model of governance?

- A) Very long term industrial strategy
- B) Secretive and sometimes corrupt governance procedures
- C) Weak accountability
- D) Financial speculation

Answer: <https://biology-forums.com/index.php?topic=699915>

Question 232

Managers in large companies are more likely than those in public sector organisations to see strategy as being externally imposed.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700310>

Question 233

What do you understand by the terms critical success factors?

- A) These are the key things that attract praise and positive comments from industry analysts.
- B) These are key elements of an organisation's strategy that made it successful.
- C) These are the key things the organisation must be able to do to meet customer needs and match competitor offerings in a given environment.
- D) These are the critical elements of a strategy that must be tightly controlled to ensure the organisation makes a profit.

Answer: <https://biology-forums.com/index.php?topic=699833>

Question 234

Which criteria do you think take precedence in strategy selection by political parties?

- A) Feasibility of the strategy in terms of resources and competencies
- B) Financial returns to the party
- C) Costs to the taxpayer
- D) Acceptability of the strategy to stakeholders

Answer: <https://biology-forums.com/index.php?topic=700252>

Question 235

Which of the following is 'lock-in' not a function of?

- A) First mover advantage
- B) Providing a low cost version of a product in popular demand
- C) Fierce insistence on the preservation of the lock-in status by fighting off rivals
- D) Self-reinforcement as more firms adopt the standard
- E) Market dominance/size

Answer: <https://biology-forums.com/index.php?topic=700023>

Question 236

Which three of the following are trends leading to increasing middle management involvement in strategy making?

- A) Middle managers are no longer expected to implement strategy.
- B) Middle managers have become better trained and confident in strategy.
- C) The shift from manufacturing to one based on professional services means that knowledge held by middle managers is often a source of competitive advantage.
- D) Many organisations are decentralising their organisational structures.

Answer: <https://biology-forums.com/index.php?topic=700467>

Question 237

A virtual organisation is one which only operates over the Internet.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700322>

Question 238

Which of the following is not one of the key criteria for assessing the corporate portfolio?

- A) Attractiveness
- B) Fit
- C) Maturity
- D) Balance

Answer: <https://biology-forums.com/index.php?topic=700078>

Question 239

A hybrid strategy seeks simultaneously to achieve differentiation and focused differentiation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700013>

Question 240

What term is used for managers spending too long perfecting their analysis, leaving little time to make decisions and plan action?

- A) Analysisation
- B) Quick and dirty
- C) Swotting
- D) Paralysis by analysis

Answer: <https://biology-forums.com/index.php?topic=700483>

Question 241

Which of the following is not a way in which governments contribute to globalisation?

- A) Erecting trade barriers
- B) Favourable trade policies
- C) Compatible technical standards
- D) Helping with host government concerns
- E) Common marketing regulations

Answer: <https://biology-forums.com/index.php?topic=699849>

Question 242

Which of the following is not a robust first-mover advantage?

- A) Scale benefits
- B) Experience curve benefits
- C) Buyer switching costs
- D) Profit capture

Answer: <https://biology-forums.com/index.php?topic=700184>

Question 243

Which of the elements of the Exploring Corporate Strategy model involves understanding the underlying bases for future strategy at both the business unit and corporate levels and the options for developing strategy in terms of both the directions and methods of development?

- A) Strategy in action
- B) Strategic choices
- C) Strategic position
- D) Strategic planning

Answer: <https://biology-forums.com/index.php?topic=699801>

Question 244

In dynamic high technology industries, such as electronics and computing, suitability criteria are likely to assume greater importance as choosing the right strategy for the changing environment becomes more critical.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700242>

Question 245

Which three key measures can client organisations take to improve outcomes in strategy consulting?

- A) Professionalise their purchasing of consulting services
- B) Form effective partnerships with consultants
- C) Develop supervisory skills
- D) Take care to limit the information that consultants receive

Answer: <https://biology-forums.com/index.php?topic=700471>

Question 246

Which of the following is not a symptom of strategic drift?

- A) A loss in market share.
- B) A rise in production costs.
- C) A downturn in financial performance.
- D) A decline in share price.

Answer: <https://biology-forums.com/index.php?topic=699979>

Question 247

Which type of strategy focuses on how resources, processes and people can be used to deliver high-level strategies?

- A) Strategic-business-level strategy
- B) Business-level strategy
- C) Operational strategy
- D) Operational strategy

Answer: <https://biology-forums.com/index.php?topic=699791>

Question 248

The strategic capability of the organisation is made up of resources and competences.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699766>

Question 249

Which of the following is not one of the three important qualities that senior managers need if they are to contribute effectively to high-level strategy making?

- A) Social and influencing skills
- B) Experience in a contrasting industry or sector
- C) Group acceptance as a player
- D) Mastering analytical concepts and techniques

Answer: <https://biology-forums.com/index.php?topic=700465>

Question 250

What would be a typical funding strategy for new product launches?

- A) Debt
- B) Venture capital
- C) Equity
- D) Debt and equity

Answer: <https://biology-forums.com/index.php?topic=700379>

Question 251

In which style is the relationship between the centre and the business units that of a parent who prescribes detailed roles?

- A) External control
- B) Strategic planning
- C) Financial control
- D) Strategic control

Answer: <https://biology-forums.com/index.php?topic=700349>

Question 252

Middle managers may not be formally involved in making strategy. In which three ways may they have an informal influence?

- A) By having access to the organisation's 'strategic conversation'

- B) By holding key organisational positions
- C) By having access to organisational networks
- D) Through discussion with front line managers
- E) By aiming for promotion to senior positions in future

Answer: <https://biology-forums.com/index.php?topic=700469>

Question 253

A company developed a new product, experienced a sudden growth in demand and invested heavily in new production equipment. What risk are they facing?

- A) That demand will slow down as the diffusion curve reaches the plateau stage
- B) That demand will accelerate as the diffusion curve reaches the plateau stage
- C) That demand will accelerate as the diffusion curve reaches the tipping point
- D) That demand will slow down as the diffusion curve reaches the tipping point

Answer: <https://biology-forums.com/index.php?topic=700179>

Question 254

A company has developed a new component for a mobile phone and is confident that a market can be found for the new product. What is this an example of?

- A) Market pull
- B) Innovation diffusion
- C) Process innovation
- D) Technology push

Answer: <https://biology-forums.com/index.php?topic=700163>

Question 255

Which two of the following may be suitable responses to disruptive innovation?

- A) Develop independent business units.
- B) Develop a portfolio or real options.
- C) Move out of the segment.
- D) Continue as before and ignore the disruptive innovation.

Answer: <https://biology-forums.com/index.php?topic=700189>

Question 256

Which of the following is not an example of how organisational structure might influence strategy implementation?

- A) Communication systems may or may not be effective in informing people about the purpose of the strategy and the tasks needed to implement it.
- B) Through the fact that only some people will be involved in the implementation process
- C) Through the effectiveness of its sourcing strategy
- D) Ownership of the strategy depends, partly, on whether those implementing it are empowered to make it work.
- E) Via the speed with which plans can be implemented

Answer: <https://biology-forums.com/index.php?topic=700340>

Question 257

The value chain analyses value drivers not cost drivers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699866>

Question 258

What is the key choice for social entrepreneurs relating to social mission?

- A) What business model should we adopt?
- B) Which stakeholders should be included?
- C) How much income is required?
- D) Is the focus to be end objectives or operational processes?

Answer: <https://biology-forums.com/index.php?topic=700206>

Question 259

Which of the following groups' interests are given greatest importance when developing strategy in business organisations?

- A) Suppliers
- B) Customers
- C) Employees

D) Shareholders

Answer: <https://biology-forums.com/index.php?topic=699783>

Question 260

What is meant by an organisation's strategic capability?

- A) The adequacy and suitability of the resources and competences of an organisation for it to survive and prosper
- B) The ability to undertake effective strategic analysis and develop strategy
- C) The capability to respond effectively to the competitive threat posed by rivals
- D) This refers to an organisation's ability to think strategically rather than get bogged down in day-to-day operational detail.

Answer: <https://biology-forums.com/index.php?topic=699878>

Question 261

Eisenhardt suggests that decision makers in fast-moving environments must use real time information. What did she mean by this term?

- A) Information that is available to the decision makers without needing reference to others
- B) Information that is quantitative and statistically significant
- C) Up-to-date information
- D) Information from current operations rather than statistical trends

Answer: <https://biology-forums.com/index.php?topic=700495>

Question 262

Change levers may involve objects, events, acts or people that convey, maintain or create meaning over and above their functional purpose. What term is used for this type of lever?

- A) Operations
- B) Degraders
- C) Rites
- D) Symbols

Answer: <https://biology-forums.com/index.php?topic=700454>

Question 263

Which of the following circumstances do you think is most likely to lead to transformational change in an organisation?

- A) Sale of a subsidiary
- B) Acquisition by a rival
- C) Arrival of a new chief executive
- D) Launch of a new product

Answer: <https://biology-forums.com/index.php?topic=700437>

Question 264

The value network shows how the different activities of an organisation are linked together.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699873>

Question 265

First movers are monopolists. Why do they generally not charge high prices, even though they know that these could not be undercut by competitors? Choose all that apply.

- A) They are not seeking to make a profit.
- B) They suffer from diseconomies of scale.
- C) They want sales growth.
- D) They know monopoly is usually temporary.

Answer: <https://biology-forums.com/index.php?topic=700182>

Question 266

Which of the following is not a basis for configuring a multidivisional organisation structure?

- A) By customer focus
- B) By product type
- C) By specialism
- D) By geographical concentration
- E) By task group

Answer: <https://biology-forums.com/index.php?topic=700332>

Question 267

What does Ghemawat mean by cultural distance?

- A) Differences in the time for which meetings can be expected to be held.
- B) The degree to which people from the two countries interact.
- C) The geographical distance from one country to another.
- D) Differences in language, ethnicity, religion and social tastes.

Answer: <https://biology-forums.com/index.php?topic=700143>

Question 268

What point identifies the time at which demand for a new product or service suddenly collapses?

- A) Tipping point
- B) Diffusion point
- C) Tripping point
- D) S-curve inflexion

Answer: <https://biology-forums.com/index.php?topic=700178>

Question 269

Which technique assesses the extent to which the success of a preferred strategy depends on key assumptions which underlie the strategy?

- A) Sensitivity analysis
- B) Liquidity testing
- C) How-much analysis
- D) Cash-flow analysis

Answer: <https://biology-forums.com/index.php?topic=700260>

Question 270

Which of the following would not require capital expenditure?

- A) An new manufacturing unit
- B) Enhancement of office environment
- C) Sourcing cheap raw materials
- D) Development of new product features

Answer: <https://biology-forums.com/index.php?topic=700387>

Question 271

What term is used for the fact that people tend to follow the lead taken by the most senior person in the decision-making process?

- A) Champion's bias
- B) Horn's effect
- C) Sunflower syndrome
- D) Halo effect

Answer: <https://biology-forums.com/index.php?topic=700492>

Question 272

Which four PESTEL elements are most likely to be important when comparing countries for entry?

- A) Economic
- B) Social
- C) Technology
- D) Eco-environmental
- E) Political
- F) Legal

Answer: <https://biology-forums.com/index.php?topic=700141>

Question 273

Which of the following is not an example of a strategic gap as defined by Kim and Mauborgne?

- A) Opportunities in substitute industries
- B) Opportunities to improve cost efficiency
- C) Opportunities for complementary products and services
- D) Opportunities in the chain of buyers

Answer: <https://biology-forums.com/index.php?topic=699836>

Question 274

The objectives of strategy in the public sector tend to be concerned with which of the following?

- A) Value for money
- B) Profitability
- C) Satisfying shareholders
- D) Competitive advantage

Answer: <https://biology-forums.com/index.php?topic=699785>

Question 275

Which of the following is a major disadvantage of debt financing?

- A) It affects the ownership structure of the business.
- B) Debt servicing costs may rise with interest rates irrespective of company performance.
- C) High levels of borrowing may be an impediment to future investment.
- D) It is too readily available and so firms may take on too much debt.

Answer: <https://biology-forums.com/index.php?topic=700361>

Question 276

Which of the following organisations do you think is more likely to engage in transformational change rather than incremental change?

- A) A company in crisis
- B) A local council
- C) A well established incumbent
- D) A company operating in a stable environment

Answer: <https://biology-forums.com/index.php?topic=700421>

Question 277

Which of Porter's home base determinants relates to the clusters of high-technology enterprises in Silicon Valley?

- A) Firm strategy, industry structure and rivalry
- B) Related and supporting industries
- C) Governmental policy
- D) Factor conditions
- E) Home demand conditions

Answer: <https://biology-forums.com/index.php?topic=700134>

Question 278

Which of the following is not one of the four elements that must be considered when shaping how strategy will be communicated to employees?

- A) Risk of conflict
- B) Focus
- C) Media
- D) Impact
- E) Employee-engagement

Answer: <https://biology-forums.com/index.php?topic=700496>

Question 279

Which two of the following questions would be the most suitable when trying to investigate the routines and rituals that make up a cultural web?

- A) What things have been done for a long time around here?
- B) Do the structures encourage collaboration or competition?
- C) How is power distributed in the organisation?
- D) What do induction training programmes emphasise?

Answer: <https://biology-forums.com/index.php?topic=700005>

Question 280

Which of the following is not a key focus of industry analysis?

- A) Competitors
- B) Industry structure analysis
- C) Monetary policy
- D) Market segmentation

Answer: <https://biology-forums.com/index.php?topic=699816>

Question 281

A dominant strategy is one that outperforms other strategies whatever rivals choose.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700058>

Question 282

By breaking norms, organisations may hope to gain approval, thus increasing their legitimacy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700006>

Question 283

Which of the following is not an example of a configuration dilemma when organising for success?

- A) Centralising versus devolving
- B) Hierarchies versus networks
- C) Vertical accountability versus horizontal integration
- D) Holistic solutions versus best practice
- E) Cost leadership versus differentiation

Answer: <https://biology-forums.com/index.php?topic=700324>

Question 284

In a learning organisation information flows and relationships between people are primarily vertical.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700280>

Question 285

Which of the following is not an implication of the experience curve?

- A) Need to enhance perceived customer value
- B) Possibility of outsourcing
- C) Necessity of continual reduction in costs
- D) Importance of first mover advantage

Answer: <https://biology-forums.com/index.php?topic=699887>

Question 286

What are 'critical success factors'?

- A) They represent the secrets of success that an organisation tries to hide from rivals.
- B) They are the organisations major strengths, deriving from the way it deploys its resources.
- C) They are the competencies that enable an organisation to outperform others in the same environment.
- D) They are those product features that are particularly valued by customers and where the organisation must excel to outperform competition.

Answer: <https://biology-forums.com/index.php?topic=699840>

Question 287

Which of the following is not an intangible resource?

- A) Patent registrations
- B) Contract agreements
- C) Legal permissions
- D) Culture
- E) Quality control procedures

Answer: <https://biology-forums.com/index.php?topic=699864>

Question 288

What is the primary aim of market penetration?

- A) To develop new products.
- B) To defend market share.
- C) To fight off competitor retaliation.
- D) To gain market share.

Answer: <https://biology-forums.com/index.php?topic=700089>

Question 289

What type of integration occurred when Google diversified into news, images and maps?

- A) Horizontal
- B) Unrelated
- C) Backward
- D) Forward

Answer: <https://biology-forums.com/index.php?topic=700102>

Question 290

Barriers to entry are factors that must be overcome by existing competitors if they are to continue to compete successfully.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699856>

Question 291

Which of the following terms must be included in a definition of strategy? Choose all that apply.

- A) Direction and scope
- B) Constant environment
- C) Stakeholder expectations
- D) Long term

Answer: <https://biology-forums.com/index.php?topic=699788>

Question 292

Which of the following is not one of the types of strategy identified in the hierarchy of strategies?

- A) Market level strategy
- B) Operational level strategy
- C) Business level strategy
- D) Corporate level strategy

Answer: <https://biology-forums.com/index.php?topic=699771>

Question 293

Which of the following is an example of collaboration to increase buying power?

- A) Hospital trusts and government drug-specifying agencies combine to gain buying power.
- B) A group of customers collect their drugs jointly from their local pharmacy.
- C) Pharmaceutical companies agree on prices for certain drugs for third world countries.
- D) Two pharmaceutical companies agree on what prices they will charge for two similar, newly developed drugs.

Answer: <https://biology-forums.com/index.php?topic=700052>

Question 294

Which of the following techniques is not a process to reconfigure a value chain?

- A) Business process reengineering
- B) De-layering
- C) Differentiation
- D) Downsizing

Answer: <https://biology-forums.com/index.php?topic=699896>

Question 295

International strategy depends ultimately on the external environment rather than internal, organisational capabilities.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700123>

Question 296

What three questions can be asked using forcefield analysis?

- A) What aspects of the current situation would aid change, and how can they be reinforced?
- B) What needs to be introduced or developed to aid change?
- C) What leadership style is required in this situation?

D) What type of change agent will be facilitate this change?
E) What aspects of the current situation would block change, and how can they be overcome?
Answer: <https://biology-forums.com/index.php?topic=700446>

Question 297

What components are included in the 'business model'? Choose all that apply.

- A) The history of the firm
- B) The structure of product, service and information flows
- C) The role of participating parties
- D) The processes and procedures for manufacture

Answer: <https://biology-forums.com/index.php?topic=700169>

Question 298

Beer and Nohria suggest that the use of change levers that combine Theory E and Theory O approaches may be both required and beneficial.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700452>

Question 299

Why is it important to undertake macroenvironmental analysis when the micro-environment has more impact on day-to-day operations?

- A) Because the macro and micro analyses are two key parts of the overall analysis and you would have an incomplete analysis otherwise.
- B) Because managers ought to be aware of the current affairs issues represented by PESTEL factors.
- C) Because changes in the macroenvironment are barriers to the daily operations of the organisation. That is why they are called PESTEL factors.
- D) Because understanding trends in PESTEL factors enables an organisation to anticipate changes, threats and opportunities arising in the operating environment.

Answer: <https://biology-forums.com/index.php?topic=699813>

Question 300

When planning strategy, many CEOs or divisional heads may ask specific departments for reports on, for example, the financial or HR implications. What term is used for this channel?

- A) Delegated
- B) Staff
- C) Corporate
- D) Line

Answer: <https://biology-forums.com/index.php?topic=700490>

Question 301

Which of the following is generally most successful, according to research findings?

- A) Related diversifiers
- B) Specialists
- C) Unrelated diversifiers
- D) There is no discernable difference

Answer: <https://biology-forums.com/index.php?topic=700100>

Question 302

Which of the following is not one of the criteria for assessing the robustness of strategic capability?

- A) Benchmarking
- B) Complexity
- C) Causal ambiguity
- D) Path dependency
- E) Culture and history

Answer: <https://biology-forums.com/index.php?topic=699876>

Question 303

Which of the following items is not an example of how culture can negatively affect strategy implementation?

- A) Culture generates inertia and so can lead to resistance to change.
- B) Culture plays a boundary defining role between one organisation and another.
- C) Where culture is not aligned with the needs of the strategy the desired behaviours may not be present and it will be necessary to change the culture.
- D) A conservative and risk-averse culture is likely to be resistant to change, as change will be viewed as a threat.

E) The existence of a fragmented culture (i.e. several sub-cultures) will make a single cohesive implementation strategy hard to enact.

Answer: <https://biology-forums.com/index.php?topic=700417>

Question 304

What is the main danger associated with public statements of many organisations' values, beliefs and purposes?

- A) That they relate to all aspects of the paradigm.
- B) That they may be the aspirations of a group of stakeholders rather than accurate pictures of the actual culture.
- C) That they represent the past rather than the future.
- D) That they imply a false legitimacy.

Answer: <https://biology-forums.com/index.php?topic=700010>

Question 305

Market pull is always more likely than technology push to create products that will be successful in the marketplace.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700165>

Question 306

Processes of self-control achieve the integration of knowledge and coordination of activities by the direct interaction of individuals without supervision.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700336>

Question 307

Amazon create virtual communities of authors, readers and publishers. What term best describes this business model?

- A) As before
- B) Extended
- C) Transformational
- D) Gatekeeper

Answer: <https://biology-forums.com/index.php?topic=700410>

Question 308

Which of the following is not a way in which the corporate parent can destroy value?

- A) Obscuring financial performance
- B) Adding bureaucratic complexity
- C) Providing central services and resources
- D) Adding management costs

Answer: <https://biology-forums.com/index.php?topic=700105>

Question 309

What new way of working must be practising by a manager in WorkHard, a company that has begun to outsource its activities to Outwork?

- A) To manage the performance of the staff in Outwork using control systems within WorkHard
- B) To manage the performance of the staff in Outwork
- C) To maintain performance through managing the managers at Outwork
- D) To maintain performance through managing the supplier relationship

Answer: <https://biology-forums.com/index.php?topic=700351>

Question 310

Which of the following defines a market penetration strategy?

- A) Entering new markets and segments with existing products
- B) Developing new products to sell in new markets
- C) Attempting to increase share in existing markets with existing products
- D) Developing new products for sale in existing markets

Answer: <https://biology-forums.com/index.php?topic=700212>

Question 311

What is meant by the term force field analysis?

- A) It is a technique for refreezing an organisation following a change.
- B) It is one of Porter's 5 forces.

- C) It is a measure of the resistance staff have to a proposed change.
- D) It is a technique for evaluating the positive and negative forces for change.

Answer: <https://biology-forums.com/index.php?topic=700418>

Question 312

The most effective way to communicate complex change is:

- A) Personal email
- B) In a brown envelope
- C) In an email circular
- D) Face to face

Answer: <https://biology-forums.com/index.php?topic=700425>

Question 313

Analysis is now always simply about providing the information for good strategic decisions. Which of the following are other reasons why analysis may occur? Choose all that apply.

- A) To get buy-in from managers
- B) For time-management reasons, ensuring that managers are fully employed.
- C) For political reasons, forwarding the agenda of a particular manager or group
- D) To procrastinate, putting off the decision
- E) To symbolise analysis, even though the decision has already been taken

Answer: <https://biology-forums.com/index.php?topic=700484>

Question 314

Which of the following are not determinants of national advantage (Porter's diamond)?

- A) Firm strategy, structure and rivalry
- B) Factor conditions
- C) Demand conditions
- D) Competitive rivalry
- E) Related and supporting industries

Answer: <https://biology-forums.com/index.php?topic=699832>

Question 315

Which of the following is not a technique for evaluating the risk associated with a strategy?

- A) Sensitivity analysis
- B) Simulation modelling
- C) Profitability analysis
- D) Scenario analysis

Answer: <https://biology-forums.com/index.php?topic=700249>

Question 316

What two reasons are given by RAP theorists to explain why it is unrealistic to determine strategy in a top-down, detailed manner across an organisation?

- A) External stakeholders will feel that they have not been consulted.
- B) Organisations operate in a changing and uncertain environment.
- C) There are limits to the cognitive skills of managers to deal with this approach.
- D) Employees are likely to follow all instructions and procedures exactly.

Answer: <https://biology-forums.com/index.php?topic=700297>

Question 317

Which multinational structure would be most suitable where there is low need for global co-ordination and low need for local independence?

- A) Transnational corporations
- B) International divisions
- C) Global product divisions
- D) Local subsidiaries

Answer: <https://biology-forums.com/index.php?topic=700345>

Question 318

Which of the following is least likely to affect people's view of strategic problems?

- A) Overall organisational culture
- B) Influence of stakeholders on the person's area of responsibility

C) Number of strategies being considered

D) Access to information

Answer: <https://biology-forums.com/index.php?topic=700299>

Question 319

Which of the following is not an example of how culture might adversely affect strategy implementation?

A) The behaviours required for the strategy to work may not be present.

B) Decision making may be slowed down by the number of decision makers who have to be consulted.

C) A lack of trust and openness may result in the misreporting of control data.

D) A lack of trust between managers and workers may result in a lack of commitment to the strategy.

Answer: <https://biology-forums.com/index.php?topic=699968>

Question 320

Achieving sustainable competitive advantage is an overriding objective of strategy in the not-for-profit sector.

A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=699761>

Question 321

It is likely that there will be multiple strategy processes at work in any organisation.

A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=700301>

Question 322

If a technology is key to competitive advantage which is the most likely development route?

A) Acquisition

B) In house

C) Alliances

Answer: <https://biology-forums.com/index.php?topic=700383>

Question 323

Which of the following could be good ways of shifting the rules of the game in a market dominated by price-based strategies? Choose all that apply.

A) Differentiate more clearly on what what customers really value.

B) Invest heavily in creating new products.

C) Give incentives for customer loyalty.

D) Make pricing more transparent.

Answer: <https://biology-forums.com/index.php?topic=700060>

Question 324

What are the four layers of culture?

A) Theatre, literature, music and art

B) Values, beliefs, behaviours and taken-for-granted assumptions

C) Values, mission, vision and behaviours

D) Symbols, stories, rituals and paradigm

Answer: <https://biology-forums.com/index.php?topic=699962>

Question 325

Which of the following is not a source of power within an organisation?

A) Charismatic leadership

B) Negotiating skills

C) Formal power

D) Basic technological skills

Answer: <https://biology-forums.com/index.php?topic=699923>

Question 326

What term is used for events in which groups of executives work intensively for one or two days on organisational strategy?

A) Intense-day

B) Managerial engagements

- C) Strategy workshops
- D) Cascading

Answer: <https://biology-forums.com/index.php?topic=700498>

Question 327

Which of the following is not a process of intended strategy development?

- A) Externally imposed strategies
- B) Strategy workshops
- C) Strategic planning
- D) Resource allocation routines
- E) Strategy consultants

Answer: <https://biology-forums.com/index.php?topic=700263>

Question 328

Which of the following is not a common criticism of the five forces model?

- A) The model assumes business environments are characterised by competitive rather than co-operative relations between firms and between firms and their suppliers and customers.
- B) The model doesn't provide an insight into macro-environmental factors that shape the industry context.
- C) The model is essentially designed to evaluate private sector competitive environments and is not really appropriate for the not-for-profit sector.
- D) It is more appropriate for analysing manufacturing rather than service sectors, where suppliers are less of an issue.
- E) The model is often criticised for providing only a snapshot of the industry at a point in time, i.e. it is too static.

Answer: <https://biology-forums.com/index.php?topic=699824>

Question 329

Which of the following are reasons why the governance chain typically operates imperfectly? Choose all that apply.

- A) Legislative requirements make the sharing of information impracticable.
- B) Agents may act in their own self interest.
- C) Identical information must be made available to all players.
- D) There is a lack of clarity about who the final beneficiaries are?
- E) There is unequal division of power between different players in the chain.

Answer: <https://biology-forums.com/index.php?topic=699944>

Question 330

Which three of the following are the key questions for companies considering internationalisation?

- A) How far should we modify our products and services?
- B) How can we manage across borders?
- C) Which countries should we compete in?
- D) How will it help to gain competitive advantage at home?

Answer: <https://biology-forums.com/index.php?topic=700122>

Question 331

Which of the following is not a type of network?

- A) Teleworking
- B) One-stop shops
- C) Strategic alliance
- D) Federations of experts

Answer: <https://biology-forums.com/index.php?topic=700353>

Question 332

Managers identify a small decrease in demand for one of their products while experiencing growth or steady demand in others. What could you conclude?

- A) The product is reaching the tripping point.
- B) They should increase production rates in that product.
- C) The product is reaching the tipping point.
- D) The product is reaching the plateau.

Answer: <https://biology-forums.com/index.php?topic=700180>

Question 333

A company has started to develop complementary products. What type of related diversification is this?

- A) Unrelated integration

- B) Horizontal integration
- C) Forward integration
- D) Backward integration

Answer: <https://biology-forums.com/index.php?topic=700096>

Question 334

What term is used for the fact that people tend to exaggerate a case in favour of this particular proposal?

- A) Horn's effect
- B) Halo effect
- C) Sunflower syndrome
- D) Champion's bias

Answer: <https://biology-forums.com/index.php?topic=700491>

Question 335

Which of the following strategies is not destined for ultimate failure according to Bowman's strategy clock?

- A) Increased price/standard value
- B) Low value/standard price
- C) Increased price/low value
- D) Low price

Answer: <https://biology-forums.com/index.php?topic=700019>

Question 336

In transformational change it is important to destroy all aspects of the old culture and create a new one.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700427>

Question 337

What term is used for a plausible alternative views of how the business environment might develop in the future?

- A) Scenario
- B) Value driver
- C) Pestelate
- D) Strategic option

Answer: <https://biology-forums.com/index.php?topic=699851>

Question 338

Which of the following is a method of changing the rules of the game?

- A) Expanding the number of distribution channels
- B) Developing a new business model
- C) Embarking on a new advertising campaign
- D) Imitating the competitors

Answer: <https://biology-forums.com/index.php?topic=700030>

Question 339

Which two questions must a company consider before deciding on an international strategy?

- A) What are the drivers of internationalisation?
- B) Which is the most suitable mode of entry
- C) What are the various sources of competitive advantage?
- D) In which ways should we diversify?

Answer: <https://biology-forums.com/index.php?topic=700124>

Question 340

Under which of Yip's categories of drivers of internationalisation would you place economies of scale and favourable logistics?

- A) Market
- B) Mode of entry
- C) Government
- D) Cost
- E) Competitive

Answer: <https://biology-forums.com/index.php?topic=700127>

Question 341

Which framework is useful for helping to understand cost drivers and value drivers?

- A) The value chain
- B) The directional policy matrix
- C) The SWOT analysis
- D) Porter's 5 forces

Answer: <https://biology-forums.com/index.php?topic=700377>

Question 342

Which of the following is not one of the points on Bowman's strategy clock?

- A) Differentiation
- B) Focused differentiation
- C) Hybrid
- D) No frills
- E) Cost leadership

Answer: <https://biology-forums.com/index.php?topic=700016>

Question 343

Which of the following is not an advantage of a multidivisional structure?

- A) Flexibility to add or divest divisions
- B) Control by performance
- C) Specialisation of competences
- D) Fragmentation
- E) Ownership of strategy

Answer: <https://biology-forums.com/index.php?topic=700316>

Question 344

Which of the following departments would you not expect to find in a functional structure?

- A) Finance department
- B) Human resources department
- C) International department
- D) Marketing department

Answer: <https://biology-forums.com/index.php?topic=700318>

Question 345

What term is used for the resources that underpin competitive advantage and are difficult for competitors to imitate or obtain?

- A) Threshold competences
- B) Core competences
- C) Threshold resources
- D) Unique resources

Answer: <https://biology-forums.com/index.php?topic=699907>

Question 346

Which of the following is not one of Yip's categories of drivers of internationalisation?

- A) Government
- B) Mode of entry
- C) Competitive
- D) Market
- E) Cost

Answer: <https://biology-forums.com/index.php?topic=700126>

Question 347

Which two of the following are examples of collaboration to build barriers to entry or avoid substitution?

- A) An industry develops a policy of dealing only with individual buyers.
- B) Trade associations promote an industry's generic features to speed up innovation.
- C) Firms in an industry collaborate to invest in research and development.
- D) An industry develops a policy of only dealing with accredited suppliers.

Answer: <https://biology-forums.com/index.php?topic=700054>

Question 348

What term is used for a situation where a company has diversified beyond its current products and markets, but within its existing capabilities?

- A) Synergy
- B) Stretched capability
- C) Related diversification
- D) Market penetration

Answer: <https://biology-forums.com/index.php?topic=700094>

Question 349

Which of the following statements best defines market development?

- A) The emergence of new market segments that the firm might target if resources allow
- B) The growth of market share by intensive advertising and sales promotions
- C) The introduction of new products for existing customers to exploit customer loyalty
- D) The use of existing products to enter new markets or new segments of existing markets

Answer: <https://biology-forums.com/index.php?topic=700217>

Question 350

Which of the following characteristics do you not associate with product development strategy?

- A) It is based on some existing strategies and competencies.
- B) It is based upon knowledge of existing markets and customer needs.
- C) It aims to attract new customers and to increase market share.
- D) It is the most risky of the strategic directions.

Answer: <https://biology-forums.com/index.php?topic=700220>

Question 351

Which of the following is not an argument against corporate social responsibility?

- A) Organisations control such large amounts of resources that they can destabilise national economies by moving these resources to another country and so their decision-making must be more transparent.
- B) It is not realistic to expect organisations to make their internal business public when they are trying to compete in global markets.
- C) The most efficient use of the world's resources results from the operation of free markets and so to constrain the movement of such resources would lead to inefficiency.
- D) Managers are trained to manage businesses not education, health and environmental policy. They do not have expertise in these areas. Politicians are elected for this purpose.
- E) Business organisations exist to make profits for shareholders and to use their resources to further the interests of groups other than the owners of the business would be an abuse of managerial power.

Answer: <https://biology-forums.com/index.php?topic=699928>

Question 352

Many companies in consumer electronics aim to offer more features at the same price. Which of the following strategies is this?

- A) Customisation
- B) Differentiation
- C) Routinisation
- D) Mass customisation

Answer: <https://biology-forums.com/index.php?topic=700397>

Question 353

A strategic group is a sub-set of consumers with shared characteristics.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699826>

Question 354

Which strategy planning configuration is most likely to be used by a public sector organisation operating in an unstable and hostile environment?

- A) Incremental cultural
- B) Imposed political
- C) Incremental political
- D) Planned incrementalism

Answer: <https://biology-forums.com/index.php?topic=700308>

Question 355

Which of the following is most likely to be expressed in a quantifiable way?

- A) Core values
- B) Vision
- C) Objectives
- D) Mission

Answer: <https://biology-forums.com/index.php?topic=699956>

Question 356

First mover advantage occurs where an organisation is less well off than its competitors as a result of being first to market with a new product.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700183>

Question 357

What are the characteristics of a transnational organisational structure according to Bartlett and Ghoshal?

- A) It combines a centralised approach with a functional structure.
- B) It combines global coordination with local responsiveness.
- C) It has strong functional divisions.
- D) Decisions are taken across borders (transnational decisions).
- E) It combines global control with local control.

Answer: <https://biology-forums.com/index.php?topic=700338>

Question 358

Which of the following are important contextual factors that managers must consider when deciding whether to move first or not?

- A) Do we have complementary assets?
- B) Is the arena fast-moving?
- C) Is there capacity for profit capture?
- D) All of the above

Answer: <https://biology-forums.com/index.php?topic=700187>

Question 359

Which three types of stakeholder is it useful to consider in terms of how they might affect the success or failure of a strategy?

- A) Stakeholders from the public sector, from the private sector and from the not-for-profit sector
- B) Stakeholders from outside and from inside the organisation
- C) Stakeholders from the market environment, from the economic environment and from the technological environment
- D) Stakeholders from the market environment, from the socio-political environment and from the technological environment

Answer: <https://biology-forums.com/index.php?topic=699920>

Question 360

What name is given to small firms that internationalize rapidly at early stages of their development?

- A) Born global firms
- B) Joint ventures
- C) Foreign growth firms
- D) Born again firms

Answer: <https://biology-forums.com/index.php?topic=700151>

Question 361

Which three of the following may highlight ways in which change programmes may go wrong?

- A) High integrity
- B) Programme overload
- C) Disconnectedness
- D) Visible commitment to change
- E) Hijacked processes

Answer: <https://biology-forums.com/index.php?topic=700457>

Question 362

In the private sector the overriding objective of strategy is to achieve value for money in service provision.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699762>

Question 363

What does it mean to outsource an activity?

- A) Something to do with tomato sauce
- B) Buying in expertise from other organisations
- C) Contracting with another organisation to carry out non-core activities
- D) Contracting with another organisation to carry out core activities

Answer: <https://biology-forums.com/index.php?topic=699897>

Question 364

Eisenhardt suggests that managers in a fast-moving environment should aim for consensus but not at any cost. What two points result from that guideline?

- A) Managers who disagree with a decisions would work constructively to change it in future.
- B) The CEO should always base a decision on the majority view, not their own opinion.
- C) Other managers should accept the decision and get on with implementation.
- D) The CEO should have the courage to make a decision at some point.

Answer: <https://biology-forums.com/index.php?topic=700494>

Question 365

Since the expectations of stakeholder groups differ, it is normal for conflict to exist regarding the importance of many aspects of strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699931>

Question 366

Which of the following is not one of the ways in which IT has an impact on innovation and complexity?

- A) By developing transformational business models which mean that business can only be done electronically
- B) By replacing straightforward manual processes with complex IT systems
- C) By replacing physical or paper-based processes with electronic processes
- D) By extending the functions that traditional business models can offer

Answer: <https://biology-forums.com/index.php?topic=700372>

Question 367

Which three of the following should be considered by a manager writing a business case for an improved product?

- A) Critical success factors of consumers and intermediaries
- B) Issues of compatibility
- C) The position of the tripping point
- D) Value to customers

Answer: <https://biology-forums.com/index.php?topic=700175>

Question 368

A particular issue relating to an acquisition opportunity is of high urgency. Who should probably deal with it?

- A) A strategy workshop
- B) A small, special project team
- C) Strategic conversation throughout the organisation
- D) Relevant managers

Answer: <https://biology-forums.com/index.php?topic=700474>

Question 369

In a situation where a market is declining, consolidation may involve which of the following?

- A) Entry into new markets
- B) Withdrawal
- C) Related diversification
- D) Building capacity

Answer: <https://biology-forums.com/index.php?topic=700215>

Question 370

Which of the following is not one of the criteria for core competences, if they are to create inimitable strategic capabilities?

- A) They must easily be transferrable.
- B) They must lead to levels of performance that are significantly better than those of competitors.
- C) They must be difficult for competitors to imitate.
- D) They must relate to an activity or process that underpins the value in the product or service.

Answer: <https://biology-forums.com/index.php?topic=699910>

Question 371

Which configuration is used when a strategy planning process results from changes planned by managers in response to changes in government legislation.

- A) Planned incrementalism
- B) Imposed political
- C) Incremental cultural
- D) Incremental political

Answer: <https://biology-forums.com/index.php?topic=700305>

Question 372

A company is considering entering a country that seems very attractive, but which contains at least one competitor that can be expected to react strongly. What other factor must be considered?

- A) The potential size of the market
- B) The likely levels of profit
- C) The competitor's clout
- D) Social and demographic factors

Answer: <https://biology-forums.com/index.php?topic=700149>

Question 373

Which of the following element of the cultural web shows 'the way we do things around here on a day-to-day basis'?

- A) Control systems
- B) Paradigm
- C) Rituals
- D) Symbols
- E) Stories
- F) Routine

Answer: <https://biology-forums.com/index.php?topic=700002>

Question 374

Which of the following is not one of the three levels of business ethics?

- A) The broad ethical stance of the organisation towards its stakeholders and society
- B) The corporate governance framework
- C) Individual behaviour and actions
- D) Corporate social responsibility

Answer: <https://biology-forums.com/index.php?topic=699924>

Question 375

Which of the following is not categorised as a type of political risk?

- A) Sovereign risk
- B) Investment risk
- C) International risk
- D) Protection of intellectual property
- E) Corruptions

Answer: <https://biology-forums.com/index.php?topic=700115>

Question 376

Which structure combines the local responsiveness of the international subsidiary with the coordination advantages found in global product companies?

- A) Transnational
- B) Multidivisional
- C) Matrix

D) Functional

Answer: <https://biology-forums.com/index.php?topic=700343>

Question 377

What name is given to the way in which large organisations draw on new ventures and external partners to create innovation?

- A) Exploratory partnerships
- B) Exploratory innovation
- C) Entrepreneurial innovation
- D) Open innovation

Answer: <https://biology-forums.com/index.php?topic=700198>

Question 378

An organisation wants to consider the long-run evolution of their market. Which of the following approaches is probably best?

- A) A small, special project team
- B) Strategic conversation by managers throughout the organisation
- C) A strategy workshop
- D) Discussion by marketing managers

Answer: <https://biology-forums.com/index.php?topic=700475>

Question 379

Which of the following is not one of Eisenhardt's suggestions for managers making decisions in fast-moving environments?

- A) Carry out full analysis of all options before decision making
- B) Build multiple, simultaneous alternatives
- C) Track real-time information
- D) Aim for consensus but not at any cost
- E) Seek the views of trusted advisors

Answer: <https://biology-forums.com/index.php?topic=700493>

Question 380

Which two of the following questions would be the most suitable when trying to investigate the stories that make up a cultural web?

- A) What is most closely monitored?
- B) Who are the rebels and what do they rebel against?
- C) How flat is the hierarchy?
- D) Who are the heroes and villains in the organisation?

Answer: <https://biology-forums.com/index.php?topic=700004>

Question 381

Stakeholder mapping consists of making judgements on:

- A) How interested each stakeholder group is to impress its expectations on the organisation's choice of strategies and whether it has the power to do so
- B) How interested each shareholder group is to impress its expectations on the organisation's choice of strategies
- C) How interested each stakeholder group is to impress its expectations on the organisation's choice of strategies
- D) Whether stakeholders have the means to impress their expectations on the organisation's choice of strategies. This is concerned with the power of stakeholder groups.

Answer: <https://biology-forums.com/index.php?topic=699934>

Question 382

Where would the funding of new technologies normally come from and where would they be located?

- A) Funding at corporate level and location at corporate level
- B) Funding at divisional level and location at divisional level
- C) Funding at corporate level and location at divisional level
- D) Funding at divisional level and location at corporate level

Answer: <https://biology-forums.com/index.php?topic=700384>

Question 383

Which of the following does not characterise a learning organisation?

- A) Continual regeneration from the variety of knowledge, experience and skills in
- B) Not sharing knowledge between different divisions
- C) Utilising the collective knowledge of the organisation
- D) Experimentation

Answer: <https://biology-forums.com/index.php?topic=700268>

Question 384

Risk concerns the probability and consequences of the the failure of a strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700246>

Question 385

Which framework has been used to give more rights to individual consumers of public services?

- A) Audit Commission
- B) Local government regulations
- C) Annual reports
- D) Best value framework

Answer: <https://biology-forums.com/index.php?topic=699917>

Question 386

In organisations where innovation and flexibility are important, managers need to be very clear about the few, over-arching objectives. What term is used for these objectives?

- A) Mission
- B) Targets
- C) Vision
- D) Simple rules

Answer: <https://biology-forums.com/index.php?topic=699959>

Question 387

Which of the following are good reasons why an organisation may focus on organic development? Choose all that apply.

- A) It maximises the need for short-term investment.
- B) It increases internal knowledge and capability development.
- C) It minimises disruption to existing activities.
- D) The organisation produces highly technical products.

Answer: <https://biology-forums.com/index.php?topic=700256>

Question 388

Which of the following does not apply to charismatic leaders?

- A) Concerned with building a vision for the organisation
- B) Focus on designing systems and controlling the organisation's activities
- C) Of particular benefit in the face of uncertainty
- D) Energise people to achieve the vision

Answer: <https://biology-forums.com/index.php?topic=700436>

Question 389

What is a business model?

- A) A business model is a standard way of doing business which can be used as a template.
- B) A business model describes the structure of product, service and information flows and the roles of the participating parties.
- C) A business model describes the structure of the organisation and the HR hierarchy.
- D) A business model is a beautiful girl who advertises the latest products.

Answer: <https://biology-forums.com/index.php?topic=700371>

Question 390

Strategic choices are concerned with the impact on strategy of the the external environment, an organisation's strategic capability and the expectations of stakeholders.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699799>

Question 391

Where possible, project teams should include a mix of consultants and managers from the client organisation.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=700472>

Question 392

Attacking a competitor's weaknesses may be unwise as it shows how those weaknesses are perceived and give the competitor a chance to build their strategy accordingly.

A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=700046>

Question 393

What term is used for the benefits that are gained where an organisations activities or assets complement each other so the overall effect is greater than the sum of the parts?

A) Diversification

B) Empathy

C) Corporate parenting

D) Synergy

Answer: <https://biology-forums.com/index.php?topic=700093>

Question 394

Which of the following is not one of Porter's generic strategies?

A) Focus

B) Differentiation

C) Cost leadership

D) Hybrid

Answer: <https://biology-forums.com/index.php?topic=700037>

Question 395

Which market entry mode has an advantage of sharing investment risk with a partner but a disadvantage that there is a loss of competitive advantage through imitation.

A) Joint ventures

B) Licensing

C) Foreign direct investment

D) Exporting

Answer: <https://biology-forums.com/index.php?topic=700153>

Question 396

Which two comments summarise the access/execution paradox?

A) Middle managers normally take responsibility for planning strategy.

B) Middle managers have knowledge of the business on the ground and have responsibility for strategy implementation.

C) Those with most access to the CEO are strategic planners and strategy consultants.

D) Senior management has the greatest understanding of operational issues.

Answer: <https://biology-forums.com/index.php?topic=700473>

Question 397

Which three of the following political mechanisms are most likely to be useful in overcoming resistance?

A) Question the existing symbols

B) Create association with a respected outsider

C) Divide the existing elites

D) Building a team

Answer: <https://biology-forums.com/index.php?topic=700455>

Question 398

Which of the following should you consider in segmenting the market?

A) Organisational resources

B) Supplier needs

C) Customer needs

D) Competitor needs

E) Organisational core competences

Answer: <https://biology-forums.com/index.php?topic=699829>

Question 399

The resource allocation process explanation of strategy development is that realised strategies emerge as a result of the ways in which resources are allocated in the organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700296>

Question 400

Strategic choices involve decisions about corporate strategy, business strategy and the efficient management of ongoing operations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700211>

Question 401

Which view of strategic development considers that strategies develop as the outcome of processes or bargaining and negotiation among powerful internal or external interest groups?

- A) Resource allocation
- B) Incremental
- C) Political
- D) Emergent

Answer: <https://biology-forums.com/index.php?topic=700298>

Question 402

Which three of the following are most likely to affect people's view of strategic problems?

- A) Overall organisational culture
- B) Personal experience
- C) Party-political allegiance
- D) Competition for resources

Answer: <https://biology-forums.com/index.php?topic=700300>

Question 403

PEST and Porter's 5 forces analysis are not connected with each other.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699825>

Question 404

Which international strategy involves activities that are concentrated and involve high levels of coordination?

- A) Complex export
- B) Multidomestic
- C) Global
- D) Simple export

Answer: <https://biology-forums.com/index.php?topic=700137>

Question 405

What does RBV stand for?

- A) Realisable book value
- B) Resource based view
- C) Real book value
- D) Resource based value

Answer: <https://biology-forums.com/index.php?topic=699880>

Question 406

An unrelated diversification strategy is often described as a conglomerate strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700098>

Question 407

In which ways may customers benefit from economies of scale? Choose all that apply.

- A) Prices may become lower.
- B) More product features may be available for the same price.
- C) Company profits are increased.
- D) All companies in a sector are able to operate more efficiently.

Answer: <https://biology-forums.com/index.php?topic=699904>

Question 408

Managers must communicate strategy to their teams and will achieve greater performance from them the more convincing they are in interpreting it.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699808>

Question 409

Which of the evaluation criteria listed below do you believe will have greatest importance for a medium sized firm seeking to grow in a dynamic industry?

- A) Consistency with the organisation's mission and objectives
- B) Suitability of the strategy for the situation facing the firm
- C) Acceptability to shareholders
- D) Feasibility in terms of available resources and competencies

Answer: <https://biology-forums.com/index.php?topic=700241>

Question 410

Which of the following are typical stages in the development of an emerging country multinational? Choose all that apply.

- A) Developing outposts in more developed markets.
- B) Forming a joint venture with a new company in a developed country.
- C) Licensing operations with a firm in a developed country.
- D) Developing unique capabilities in the home market.

Answer: <https://biology-forums.com/index.php?topic=700156>

Question 411

Which strategy planning configuration has standardised planning procedures and is unlikely to be dominated by certain individuals?

- A) Imposed political
- B) Incremental political
- C) Incremental cultural
- D) Planned incrementalism

Answer: <https://biology-forums.com/index.php?topic=700303>

Question 412

Which of the following is not a lever for managing strategic change?

- A) Challenging the taken-for-granted assumptions
- B) Changing organisational routines
- C) Symbolic processes
- D) Turnaround strategy for firms in crisis
- E) Reinforcing the taken-for-granted assumptions

Answer: <https://biology-forums.com/index.php?topic=700422>

Question 413

Competitors may find it difficult to identify why an organisation is successful, and thus find it difficult to imitate it. What term is used for this situation?

- A) Complexity
- B) Customisation
- C) Causal ambiguity
- D) Cultural embedding

Answer: <https://biology-forums.com/index.php?topic=700407>

Question 414

Where an organisation has an ethical stance that incorporates multiple stakeholder obligations:

- A) Stakeholder interests and expectations (wider than just shareholders) should be more explicitly incorporated in the organisation's profit performance criteria.
- B) Management should focus on their key stakeholders' views when developing strategies.
- C) Performance of the organisation should be measured in a much more pluralistic way than just through the bottom line.
- D) Shareholders interests and expectations should be more explicitly incorporated in the organisation's purposes and strategies.

Answer: <https://biology-forums.com/index.php?topic=699932>

Question 415

Which of the following criteria do you think will be critical in determining whether a proposed merger goes ahead?

- A) Suitability for prevailing environmental conditions
- B) Acceptability of the deal to shareholders of the two companies
- C) Feasibility in terms of available competencies
- D) Acceptability of the deal to rivals of the two firms

Answer: <https://biology-forums.com/index.php?topic=700243>

Question 416

Which three of the following are good reasons why understanding the organisation's history is important for managers?

- A) Having a knowledge of the history helps managers to stand outside the organisation and assess how that history may affect decision making.
- B) It ensures that managers can identify the reasons for success.
- C) It encourages managers to consider 'What if' questions.
- D) It makes managers more sensitive to the risk of strategic drift.

Answer: <https://biology-forums.com/index.php?topic=699982>

Question 417

Which of the following is a basic premise of the emergent approach to strategy?

- A) Strategy development should be top-down.
- B) Strategy can process all of the necessary data rationally.
- C) Strategy comes about through everyday routines, activities and processes.
- D) Many industries are stable and predictable allowing long terms planning.

Answer: <https://biology-forums.com/index.php?topic=700267>

Question 418

Which two of the following are often dilemmas in organising for success?

- A) Empowering or 'holding-the-ring'?
- B) Centralising or devolving?
- C) Flexibility or accountability?
- D) Vertical or horizontal integration?

Answer: <https://biology-forums.com/index.php?topic=700357>

Question 419

Which of the following are not sources of cost efficiency?

- A) Product/process design
- B) Experience
- C) Supply costs
- D) Economies of scale
- E) Selling prices

Answer: <https://biology-forums.com/index.php?topic=699879>

Question 420

What term is used for a situation in which a company develops into activities concerned with the inputs into the company's business?

- A) Unrelated diversification
- B) Backward integration
- C) Synergy
- D) Backward integration

Answer: <https://biology-forums.com/index.php?topic=700095>

Question 421

When screening strategic options what does 'feasibility' relate to?

- A) The number of competitors serving the market already
- B) The likelihood of being able to 'sell' the strategy to shareholders

- C) Available resources and competencies
- D) Whether the strategy is likely to achieve organisational objectives

Answer: <https://biology-forums.com/index.php?topic=700237>

Question 422

Which of the following do/es not help explain why strategy implementation is often difficult to achieve in the way intended?

- A) Changes in the external environment
- B) The problems associated with marketing new products
- C) Poor understanding of the strategy by those implementing it
- D) The difficulties of planning for unintended outcomes
- E) The complex range of changes involved

Answer: <https://biology-forums.com/index.php?topic=699770>

Question 423

What are the two key stages of innovation?

- A) To convert new knowledge into a new product, process or service.
- B) To put a new product, process or service into use.
- C) To initially focus only on those ideas that will prove profitable.
- D) To make a startling, brand new discovery.

Answer: <https://biology-forums.com/index.php?topic=700161>

Question 424

In which of the following organisations might you expect to find a task culture?

- A) Arthur Andersen
- B) The Labour Party
- C) Her Majesty's Inspector of Taxes
- D) Liverpool Football Club

Answer: <https://biology-forums.com/index.php?topic=700331>

Question 425

Which of the following are not aspects of the demand side that are likely to affect the pace of diffusion? Choose all that apply.

- A) Compatibility
- B) Relationship management
- C) Customer innovativeness
- D) Observability
- E) Market awareness

Answer: <https://biology-forums.com/index.php?topic=700174>

Question 426

Which two of the following are advantages of strategy leadership as command?

- A) Strategies can be highly risky.
- B) Strategies may quirky and thus difficult to imitate.
- C) Strategy adaptation can be rapid.
- D) Strategies may be irrelevant.

Answer: <https://biology-forums.com/index.php?topic=700289>

Question 427

How often should an organisation carry out macroenvironmental and industry analysis?

- A) Every 1 to 3 years
- B) Continuously
- C) Every five years, to coincide with a five-year planning cycle
- D) Annually, as part of its operational review process

Answer: <https://biology-forums.com/index.php?topic=699837>

Question 428

Which of the following is not an insight derived from using the five forces model?

- A) Understanding of the link between competitive rivalry and the potential profitability of competitors in the industry.
- B) It clearly identifies the opportunities and threats from the business's industry environment.
- C) It explains and predicts the industry structure. Industry structure refers to the number of players in an industry and the concentration of supply.
- D) It provides understanding of the relative cost positions of rivals, suppliers and customers.

Answer: <https://biology-forums.com/index.php?topic=699823>

Question 429

Another way of describing a strategy of unrelated diversification is:

- A) A differentiated strategy
- B) A multiple business strategy
- C) A transnational strategy
- D) A conglomerate strategy

Answer: <https://biology-forums.com/index.php?topic=700066>

Question 430

Which of the following is not generally an important aspect of strategic issue selling?

- A) Timing
- B) Packaging or framing the issue
- C) Decision making
- D) Balancing formal and informal channels of influence

Answer: <https://biology-forums.com/index.php?topic=700487>

Question 431

Which of the following is not one of the four broad roles that an HR function could fulfil in enabling successful business strategies?

- A) As a change agent
- B) As a regulator, setting the rules e.g. on pay
- C) As service provider e.g. of recruitment and training
- D) As an advisor on issues of HR strategy
- E) As a symbol of change

Answer: <https://biology-forums.com/index.php?topic=700366>

Question 432

The best way to manage strategic change is to use authority to set direction and means of change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700416>

Question 433

According to research undertaken at Cranfield in the 1990s, senior executives tend to see strategy development more in terms of intended, rational, analytic, planned processes, whereas middle managers see strategy development more as the result of cultural and political processes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700281>

Question 434

Legitimacy is concerned with meeting expectations within an organisational field in terms of which three aspects?

- A) Strategies
- B) Paradigms
- C) Assumptions
- D) Behaviours

Answer: <https://biology-forums.com/index.php?topic=700008>

Question 435

Which of the following is not one of the four layers of organisational culture?

- A) Field
- B) Paradigm
- C) Values
- D) Behaviours
- E) Beliefs

Answer: <https://biology-forums.com/index.php?topic=699996>

Question 436

All successful entrepreneurs work independently ('the garage entrepreneur') rather than working in some form of partnership with large organisations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700199>

Question 437

What term is used for the levels of management above that of the business unit , which have no direct interaction with buyers and competitors?

- A) Portfolio managers
- B) Synergism team
- C) Strategy planners
- D) Corporate parent

Answer: <https://biology-forums.com/index.php?topic=700084>

Question 438

Which are the two generic international strategies?

- A) Global and international
- B) Multi-domestic and global
- C) Transnational and global
- D) Global and local

Answer: <https://biology-forums.com/index.php?topic=700121>

Question 439

Which of the following defines the concept of 'core competencies'?

- A) Core competencies are the strategic capabilities that an organisation must possess if it is to survive in its chosen environment.
- B) Core competencies are those strategic capabilities shared by all major players in a given industry sector and distinguish them from those organisations that struggle for survival.
- C) Core competencies are the activities and processes through which resources are deployed in such a way as to achieve competitive advantage in ways that others cannot imitate or obtain.
- D) Core competencies are those competencies related to the core business of the organisation rather than those peripheral areas it has diversified into.

Answer: <https://biology-forums.com/index.php?topic=699882>

Question 440

Which of the following is not a cost driver?

- A) Operational costs
- B) Cost of capital
- C) Revenue
- D) Capital investment

Answer: <https://biology-forums.com/index.php?topic=700376>

Question 441

A company selling agricultural materials has a strong base in France, but has little management expertise internationally. What international strategy should it adopt if it wants to expand?

- A) Complex export
- B) Simple export
- C) Multidomestic
- D) Global

Answer: <https://biology-forums.com/index.php?topic=700138>

Question 442

Which of the following statements is least likely to apply to strategic decisions?

- A) They affect operational decisions.
- B) They involve considerable change.
- C) They are simple in nature.
- D) They are made in situations of uncertainty.

Answer: <https://biology-forums.com/index.php?topic=699789>

Question 443

Which of the following is not an appropriate question for evaluating routines and rituals in cultural web analysis?

- A) Which routines are emphasised?
- B) How easy are rituals/routines to change?

- C) Are there particular symbols which denote the organisation?
- D) What do training programmes emphasise?
- E) What are the key rituals?

Answer: <https://biology-forums.com/index.php?topic=699963>

Question 444

Which of the following is not an example of the concerns as to whether middle managers can do a good job on people management issues?

- A) Lack of competence as HR professionals
- B) Short term pressures to meet targets not conducive to taking strategic view of people-related issues
- C) Greater ownership and blending of people-related issues with business strategies
- D) Lack of incentive to take on more formal HR activities e.g. pay or grade

Answer: <https://biology-forums.com/index.php?topic=700367>

Question 445

Which of the following does not explain how a differentiation strategy leads to superior performance?

- A) Creates a barrier to the entry of new competitors.
- B) It enables a firm to sell their products at a premium price.
- C) Earn above average profits by reducing elasticity of demand for the product.
- D) Price competitiveness leads to greater sales volumes.

Answer: <https://biology-forums.com/index.php?topic=700035>

Question 446

Which of the following is not an example of a strategic group?

- A) Luxury cars
- B) Airlines
- C) Utility vehicles
- D) Supermarkets
- E) Business computers

Answer: <https://biology-forums.com/index.php?topic=699830>

Question 447

Which of the following is not one of Porter's home base determinants?

- A) Related and supporting industries
- B) Home demand conditions
- C) Governmental policy
- D) Factor conditions
- E) Firm strategy, industry structure and rivalry

Answer: <https://biology-forums.com/index.php?topic=700133>

Question 448

Which of the following will typically be considered to be the 'chief strategist'?

- A) The most experienced non-executive director
- B) The chief executive officer
- C) The most experienced member of the top management team
- D) The senior external consultant

Answer: <https://biology-forums.com/index.php?topic=700462>

Question 449

It is important to understand national and regional cultures because:

- A) Organisations operating internationally have to cope with different regulatory regimes.
- B) Organisations operating internationally have to cope with a wide array of barriers to trade, including different taxation thresholds.
- C) Organisations operating internationally have to cope with the very different standards and expectations of the various regions and countries in which they operate.
- D) Organisations operating internationally have to cope with different languages.

Answer: <https://biology-forums.com/index.php?topic=699969>

Question 450

According to Bartlett and Ghoshal a transnational is like a matrix but with which two specific features? Choose all that apply.

- A) Each employee is only responsible to a single line manager.
- B) It tends to have more fixed responsibilities within its cross-cutting dimensions.

- C) The various elements operate in a highly independent manner.
- D) It responds specifically to the challenge of internationalisation.

Answer: <https://biology-forums.com/index.php?topic=700348>

Question 451

Which of the following is not a type of diversification?

- A) Horizontal
- B) Backward
- C) Forward
- D) Related
- E) Downward

Answer: <https://biology-forums.com/index.php?topic=700064>

Question 452

Which of the following are ways of categorising control processes?

- A) Control over inputs or outputs, direct or indirect control
- B) Direct and indirect control of key performance indicators
- C) Hierarchical or decentralised control, control over inputs or outputs
- D) Control over finance and control over strategy implementation

Answer: <https://biology-forums.com/index.php?topic=700335>

Question 453

Which of the following are disadvantages claimed for the stakeholder model of governance? Choose all that apply.

- A) Growth and entrepreneurial activity suffers because there are fewer alternatives for raising finance.
- B) Employees suffer financially as a larger proportion of funds are diverted to pay dividends.
- C) Without pressure from shareholders, projects may be adopted that lead to results that are below market expectations.
- D) Close monitoring of management makes it difficult for them to make decisions quickly.

Answer: <https://biology-forums.com/index.php?topic=699947>

Question 454

Which of the following issues would not be considered when evaluating the 'acceptability' of a strategic option?

- A) Competitor opinions
- B) Risk
- C) Financial returns
- D) Values and ethics

Answer: <https://biology-forums.com/index.php?topic=700236>

Question 455

What term is used for the process by which an attempted change is reinterpreted according to the old culture?

- A) Behavioural compliance
- B) Reinvention
- C) Hijacking
- D) Disconnectedness

Answer: <https://biology-forums.com/index.php?topic=700459>

Question 456

What term is used for the process by which innovations spread amongst users?

- A) Tipping
- B) Diffusion
- C) Tripping
- D) Entrepreneurship

Answer: <https://biology-forums.com/index.php?topic=700172>

Question 457

Which of the following does not determine the feasibility of a strategy?

- A) The organisational system requirements of the strategy
- B) The willingness of key shareholders to support the strategy
- C) The resource requirements of the strategy
- D) The competences and core competences required

Answer: <https://biology-forums.com/index.php?topic=700244>

Question 458

Which of the following statements state valid conclusions that can be reached from knowledge of the S-curve? Choose all that apply.

- A) Managers should not simply extrapolate next-year's sales from last-year's figures.
- B) Innovations do not follow an inevitable process.
- C) Diffusion is generally a rapid and even progress.
- D) Diffusion patterns can be interrupted or reversed at any point.

Answer: <https://biology-forums.com/index.php?topic=700181>

Question 459

A strategic business unit is a subsidiary of an organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700012>

Question 460

Using the power/interest matrix management identify that one group has a low level of interest but a high level of power. What strategy should be adopted in relation to this group?

- A) Keep satisfied
- B) Key players
- C) Keep informed
- D) Minimal effort

Answer: <https://biology-forums.com/index.php?topic=699953>

Question 461

Which of the following is most likely to be a problem when trying to overcome resistance?

- A) Striking from too low a power base
- B) Being part of a team
- C) Highlighting that change is needed
- D) Being associated with a respected outsider

Answer: <https://biology-forums.com/index.php?topic=700456>

Question 462

Which of the following is not one of the subsidiary roles in multinational firms?

- A) Contributor
- B) Implementer
- C) Black hole
- D) Star
- E) Strategy leader

Answer: <https://biology-forums.com/index.php?topic=700160>

Question 463

Strategy-as-practice researchers have built on sociological and psychological traditions to examine closely the actual practice of managers in strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699807>

Question 464

Which two of the following are reasons why related diversification may be problematic?

- A) Business-unit complexity may mean that business unit managers are unable to focus on their own business-unit needs.
- B) There may be significant synergy benefits from links between the various business units.
- C) It may enable the parent to exploit dominant logics.
- D) There are significant corporate-level time and cost implications.

Answer: <https://biology-forums.com/index.php?topic=700103>

Question 465

A functional structure divides responsibilities according to:

- A) Geographic regions
- B) Product divisions and geographic regions simultaneously

C) Subsidiaries within the holding company
D) Primary roles such as marketing, finance and technology
Answer: <https://biology-forums.com/index.php?topic=700315>

Question 466

A mission is the desired future state of the organisation.
A) True
B) False
Answer: <https://biology-forums.com/index.php?topic=699797>

Question 467

What term is used for a strategy that takes an organisation away from both its existing markets and its existing products?
A) Consolidation
B) Market penetration
C) Product development
D) Diversification
E) Market development
Answer: <https://biology-forums.com/index.php?topic=700091>

Question 468

Which two of the following are benefits of corporate venturing?
A) Entrepreneurs gain by accessing capital and contacts through the large-organisation network
B) Corporations gain because the costs of innovation are shared between many organisations
C) Customers gain because costs of innovation are reduced
D) Large corporations gain by increasing the range of ideas they are exposed to
Answer: <https://biology-forums.com/index.php?topic=700201>

Question 469

What two points does Porter's Diamond highlight?
A) The competitiveness of different nations depends solely on the competitiveness of the various industries within that nation.
B) There are inherent reasons why some nations are more competitive than others.
C) There are no clear reasons why some industries within nations are more competitive than others.
D) There are inherent reasons why some industries within nations are more competitive than others.
Answer: <https://biology-forums.com/index.php?topic=700132>

Question 470

Which of the following statements accurately relates to economies of scale? Choose all that apply.
A) Economies of scale relating to distribution are particularly important in the drinks and food industries.
B) Economies of scale are particularly important in industries such as motor manufacturing.
C) The introduction of a new supplier generally encourages economies of scale.
D) Economies of scale occur whenever a new product enters the market.
Answer: <https://biology-forums.com/index.php?topic=699903>

Question 471

In the private sector, a Board of Directors is responsible for strategy development on behalf of all of the organisation's stakeholders.
A) True
B) False
Answer: <https://biology-forums.com/index.php?topic=699926>

Question 472

What are the axes of the S-curve? Choose all that apply.
A) Diffusion
B) Total demand
C) Rate of diffusion
D) Time
Answer: <https://biology-forums.com/index.php?topic=700176>

Question 473

Which of the following is not an example of the 'hard' side of human resource management?

- A) Training and development
- B) HR audits
- C) Goal setting and performance assessment
- D) Reward planning
- E) Understanding the relationship between behaviours and strategic choices

Answer: <https://biology-forums.com/index.php?topic=700364>

Question 474

What is the main challenge for entrepreneurs during the growth stage?

- A) To develop an exit strategy
- B) To move from doing to managing
- C) To create further innovation
- D) To find sources of funding

Answer: <https://biology-forums.com/index.php?topic=700197>

Question 475

Which of the following is not a major factor to be considered when identifying attractive national markets?

- A) Current availability of organisation's product/service
- B) Political environment
- C) Local infrastructure
- D) Macro-economic conditions
- E) Cultural norms and social structures

Answer: <https://biology-forums.com/index.php?topic=700114>

Question 476

One-off change may not be possible. How did change occur in hospitals, according to the Denis et al's research summarised in the textbook?

- A) A number of initiatives had to be carried out at the same time.
- B) One initiative made limited progress, stalled, and then another made further advances.
- C) One initiative had to be completed before another could be started.
- D) A maximum of three initiatives made limited progress, were then postponed and re-started some months later.

Answer: <https://biology-forums.com/index.php?topic=700444>

Question 477

Which of the following is not generally an important aspect of strategic issue selling?

- A) Ensuring that you sell multiple issues
- B) Timing
- C) Balancing formal and informal channels of influence
- D) Deciding whether to sell alone or in a coalition

Answer: <https://biology-forums.com/index.php?topic=700488>

Question 478

The key design parameters for a machine bureaucracy configuration are:

- A) Functional structure, planning systems and centralised strategic planning
- B) Multidivisional structure, performance targets and devolved financial or strategic control
- C) Projects, cultural processes and devolved networks and alliances
- D) CEO control, direct supervision and centralised

Answer: <https://biology-forums.com/index.php?topic=700323>

Question 479

Which multinational structure would be most suitable where there is high need for global co-ordination and high need for local independence?

- A) International divisions
- B) Transnational corporations
- C) Global product divisions
- D) Local subsidiaries

Answer: <https://biology-forums.com/index.php?topic=700346>

Question 480

Which of the following is not a characteristic of successful hypercompetitive strategies?

- A) Make smaller moves rather than larger ones
- B) Be predictable

- C) Mislead the competition
- D) Cannibalise bases of success
- E) Disrupt the status quo

Answer: <https://biology-forums.com/index.php?topic=700045>

Question 481

Which of the following are advantages claimed for the shareholder model of governance? Choose all that apply.

- A) It makes it easier for management to make objective strategic decisions.
- B) It reduces the risk of short-termism.
- C) Investors get a higher rate of return.
- D) It encourages economic growth and entrepreneurship.

Answer: <https://biology-forums.com/index.php?topic=699945>

Question 482

Which three of the following may be the benefits of collaborating rather than competing?

- A) Entry to new markets
- B) Increased barriers to entry
- C) Increased selling power
- D) Increased risk of substitution

Answer: <https://biology-forums.com/index.php?topic=700049>

Question 483

Who developed the concept of 'lock-in'?

- A) Bowman
- B) Burgelman
- C) Porter
- D) Hax and Wilde

Answer: <https://biology-forums.com/index.php?topic=700022>

Question 484

Which of the following may be a contributor to strategic drift?

- A) Unique resources
- B) Core competences
- C) Strategic capability
- D) Core rigidities

Answer: <https://biology-forums.com/index.php?topic=699886>

Question 485

Which of the following are not key concerns of corporate level strategy?

- A) Diversification
- B) Corporate parenting
- C) Marketing planning
- D) Portfolio management

Answer: <https://biology-forums.com/index.php?topic=700083>

Question 486

Strong leadership guarantees the success of change management programmes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700423>

Question 487

Which of the following forms the core of the cultural web?

- A) Power structures
- B) Symbols
- C) Paradigm
- D) Stories
- E) Control systems
- F) Rituals

Answer: <https://biology-forums.com/index.php?topic=700001>

Question 488

Instead of formal structures and physical proximity, virtual organisations are held together by (choose all that apply):

- A) Partnership
- B) Collaboration
- C) Contractual integration
- D) Networking

Answer: <https://biology-forums.com/index.php?topic=700355>

Question 489

Drawing up a cultural web often highlights important blockages and facilitators to change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700445>

Question 490

Why does external analysis usually start with the macro-environment and proceed to industry analysis?

- A) Because knowledge of the wider environment facilitates a more grounded interpretation of the operating environment as the wider context shaping the industry is understood better.
- B) Because it is important that the data on the operating environment data is very up-to-date so this should be collected last.
- C) This is just a convention that has developed over time. It does not matter what order the analysis is done in.
- D) Because managers know about the operating environment already but need to study those issues they do not interact with on a daily basis such as PEST factors.

Answer: <https://biology-forums.com/index.php?topic=699835>

Question 491

Which of the following terms in the Ansoff matrix is used for focusing on existing products in existing markets?

- A) Diversification
- B) Market development
- C) Product development
- D) Market penetration

Answer: <https://biology-forums.com/index.php?topic=700087>

Question 492

A competitor appears to be developing a first-mover advantage in one market segment. Which two statements best describe what actions may be suitable?

- A) Offer an imitation product.
- B) Offer another product with enhanced features.
- C) Wait until the market response becomes clear.
- D) Respond before the competitor has established a dominant position.

Answer: <https://biology-forums.com/index.php?topic=700047>

Question 493

Which of the following statements best explains the term 'strategic method' when applied to strategic choice?

- A) 'Strategic method' refers to the change management methods by which an organisation implements its chosen strategy.
- B) 'Strategic method' refers to the internal processes used to generate strategic options, e.g. brainstorming, studying competitors, etc.
- C) 'Strategic method' refers to the particular way the direction will be pursued, e.g. merger, strategic alliance, organic growth or joint venture.
- D) 'Strategic method' refers to the decision making process used to select one option from the available choices.

Answer: <https://biology-forums.com/index.php?topic=699769>

Question 494

What term is used to describe a business unit which has high market growth but low market share?

- A) Cash cow
- B) Dog
- C) Star
- D) Question mark

Answer: <https://biology-forums.com/index.php?topic=700107>

Question 495

Corporate social responsibility is concerned with the ways in which an organisation can satisfy its minimum legal obligations to stakeholders.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699952>

Question 496

Which of the following are not an example s of integrated IT functions with new business models?

- A) Virtual communities
- B) Collaboration platforms
- C) Value chain integrator
- D) Information brokering e.g. search engines

Answer: <https://biology-forums.com/index.php?topic=700373>

Question 497

Which of the following is not an advantage of information as a key resource?

- A) Increased ability to access and process information
- B) Development of new and more efficient business processes
- C) Development of a skilled workforce
- D) Development of new business models

Answer: <https://biology-forums.com/index.php?topic=700386>

Question 498

What is meant by a hybrid strategy in the context of the strategy clock?

- A) A strategy that combines positioning and resource based approaches
- B) A strategy that combines emergent and intended elements
- C) A strategy that combines differentiation and cost control
- D) A strategy that combines a broad market with focus characteristics

Answer: <https://biology-forums.com/index.php?topic=700036>

Question 499

At what stages of the sequence of product innovation are small firms likely to play the most important part?

- A) In the late stages
- B) The early stages
- C) Once a dominant design has been identified
- D) Once the market is declining

Answer: <https://biology-forums.com/index.php?topic=700168>

Question 500

Which of the following is not a styles of managing strategic change?

- A) Intervention
- B) Coercion/edict
- C) Reward and punishment
- D) Education and communication
- E) Direction

Answer: <https://biology-forums.com/index.php?topic=700426>

Question 501

Which of the following is not a requirement for sustained competitive advantage?

- A) Rarity
- B) Customer value
- C) Non-substitutability
- D) Good supplier relationships
- E) Robustness

Answer: <https://biology-forums.com/index.php?topic=699888>

Question 502

What are the two key questions that must be asked when considering the products aspect of resource integration in a new product launch?

- A) What products?
- B) By whom?
- C) To whom?

D) What quantities?

Answer: <https://biology-forums.com/index.php?topic=700403>

Question 503

What term is used for the process in which people overtly agree to change without actually 'buying in' to it?

- A) Behavioural compliance
- B) Hijacking
- C) Reinvention
- D) Disconnectedness

Answer: <https://biology-forums.com/index.php?topic=700458>

Question 504

Why are social entrepreneurs able to pursue social problems more effectively than many public sector organisations?

- A) Because they are more flexible and dynamic, and less bureaucratic.
- B) Because their staff are better qualified
- C) Because most social entrepreneurs have personal experience of social problems
- D) Because they focus primarily on creating profit and financial success

Answer: <https://biology-forums.com/index.php?topic=700205>

Question 505

If a company is focusing on a portfolio of high growth, high risk investments what is likely to be its capital structure?

- A) Debt only
- B) High equity, low debt
- C) Venture capital
- D) High debt, low equity

Answer: <https://biology-forums.com/index.php?topic=700388>

Question 506

Which of the following is not one of the strategic requirements for a synergy manager?

- A) Identification of appropriate bases for sharing or transferring
- B) Identification of benefits which outweigh costs
- C) Identifying and acquiring undervalued assets
- D) Sharing activities/resources or transferring skills/competences to enhance competitive advantage of SBUs

Answer: <https://biology-forums.com/index.php?topic=700073>

Question 507

Social entrepreneurs typically earn revenues and aim to maximise profit.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700204>

Question 508

Which of the following is not a strength of the Anglo-Saxon governance system?

- A) Dynamic market orientation
- B) Fluid capital investment
- C) Extensive internationalisation
- D) Short-termism

Answer: <https://biology-forums.com/index.php?topic=699914>

Question 509

Causal ambiguity refers to the inability of an organisation's rivals to determine the exact source of its competitive advantages.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699881>

Question 510

When assessing the context of a strategic change programme, management ask how much change is required? Which type of contextual feature of strategic change does this relate to?

- A) Timing

- B) Scope
- C) Capacity
- D) Capability
- E) Capability

Answer: <https://biology-forums.com/index.php?topic=700442>

Question 511

Which three of the following best describe useful applications of data mining?

- A) Building up customer purchase histories to target promotions
- B) Creating address-merge mailing to specific customers
- C) Identifying underlying drivers of demand (e.g. demographic factors)
- D) Accurately and rapidly carrying out payroll calculations
- E) Credit risk assessment in financial services

Answer: <https://biology-forums.com/index.php?topic=700408>

Question 512

Lock-in is where an organisation achieves a proprietary position in its industry; it becomes an industry standard.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700014>

Question 513

Which of the following is not one of the corporate social responsibility stances?

- A) Shaper of society
- B) Enlightened self-interest
- C) Forum for stakeholder interaction
- D) Stakeholder-focused
- E) Laissez-faire

Answer: <https://biology-forums.com/index.php?topic=699949>

Question 514

When evaluating strategic options which of the following criteria would you not normally use?

- A) Imitability of the strategy
- B) Suitability of the strategy
- C) Acceptability of the strategy
- D) Feasibility of the strategy

Answer: <https://biology-forums.com/index.php?topic=700238>

Question 515

Research into diversification has shown that:

- A) Related diversification outperforms compared to specialisation and unrelated diversification.
- B) The performance of conglomerates is consistently good over long time periods.
- C) Diversification is too risky and always fails.
- D) Related diversification underperforms compared to specialisation and unrelated diversification.

Answer: <https://biology-forums.com/index.php?topic=700069>

Question 516

Which is the most likely reason why an organisation has a number of strategic business units?

- A) Because it competes in different markets or market segments.
- B) To fit the management structure.
- C) Because it has many different suppliers.
- D) For historical reasons.

Answer: <https://biology-forums.com/index.php?topic=700038>

Question 517

Which of the following would not be classed as a 'not-for-profit' organisation?

- A) Amnesty International
- B) The Advertising Standards Authority
- C) Save the Children
- D) British Airways

Answer: <https://biology-forums.com/index.php?topic=699784>

Question 518

A company has started to produce machinery for use in the production of its main product range. What type of related diversification is this?

- A) Horizontal integration
- B) Unrelated integration
- C) Forward integration
- D) Backward integration

Answer: <https://biology-forums.com/index.php?topic=700097>

Question 519

Which of the following IT capabilities does not enhance product/service features that are valued by customers?

- A) Shorter development times
- B) Lack of personal touch
- C) Pre-purchase information
- D) Lower prices
- E) Product or service reliability

Answer: <https://biology-forums.com/index.php?topic=700368>

Question 520

In which countries is the exposure of managers to the threat of take-over regarded as a primary means of ensuring the good performance of organisations?

- A) France, Italy and Spain
- B) Japan
- C) Germany, Switzerland, Austria and the Netherlands
- D) UK and USA

Answer: <https://biology-forums.com/index.php?topic=699918>

Question 521

Using the real-options approach what action would you recommend in relation to a project of low volatility where the value-to-cost was 0.5.

- A) Invest now
- B) Probably invest later
- C) Never invest
- D) Probably never invest

Answer: <https://biology-forums.com/index.php?topic=700259>

Question 522

The aim of a resource audit is to determine the value added to raw material inputs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699862>

Question 523

Which two of the following are not ways in which strategy may be seen as the deliberate intention of the leader?

- A) Strategy leadership as bottom-up
- B) Strategy leadership as emergent
- C) Strategy leadership as vision
- D) Strategy leadership as design
- E) Strategy leadership as command

Answer: <https://biology-forums.com/index.php?topic=700288>

Question 524

What is the TOWS matrix?

- A) A matrix assessing Time versus Opportunity and Willingness versus Strength
- B) An upside down SWOT analysis
- C) A way of identifying strategic options addressing different combinations of internal factors(strengths and weaknesses) and external factors (opportunities and threats)
- D) A matrix assessing Technology, Organisation, Work processes and Systems

Answer: <https://biology-forums.com/index.php?topic=700221>

Question 525

Taken-for-granted assumptions are the core of an organisation's culture.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699966>

Question 526

Which of the following is not an advantage of internal development?

- A) It is a quick means of adding new organisational competencies.
- B) Greater control over the development process
- C) The development is funded from retained profits so is less risky.
- D) A slower pace of change means less disruption to the business.

Answer: <https://biology-forums.com/index.php?topic=700225>

Question 527

Which one of the following is not one of HR's four broad roles?

- A) Service provider
- B) Regulator
- C) Strategy developer
- D) Adviser
- E) Change agent

Answer: <https://biology-forums.com/index.php?topic=700391>

Question 528

Which of the following statements is most accurate when in relation to organisational culture?

- A) 'Appropriateness' of a culture depends on the unique combination of strategy, culture and circumstances facing the organisation.
- B) It is possible to identify the 'best' type of culture for a given organisation.
- C) The existence of sub-cultures proves it is impossible to manage culture as it is not one cohesive thing.
- D) Cultures are intangible and so cannot be managed, as they cannot be measured.

Answer: <https://biology-forums.com/index.php?topic=699967>

Question 529

'What if' questions encourage managers to imagine what might have happened had there been other influences in the environment, different responses from customers, or different initiatives within the organisation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699984>

Question 530

What do you understand by the term 'strategic drift'?

- A) Where an intended strategy is unrealised
- B) Emergent approach to strategy
- C) Progressive failure of strategies to address the strategic position of the organisation
- D) Sudden failure of strategies to address the strategic position of the organisation

Answer: <https://biology-forums.com/index.php?topic=699781>

Question 531

Which of the following is not one of the roles which consultants may play in strategy development?

- A) Implementing strategic change
- B) Blame-taking if strategy fails
- C) Analysing, prioritising and generating options
- D) Transferring knowledge
- E) Promoting strategic decisions

Answer: <https://biology-forums.com/index.php?topic=700470>

Question 532

Which of the following explain why it is often difficult for managers to identify strategic drift? Choose all that apply.

- A) Changes are not always easy to see without the benefit of hindsight.

- B) The core competences that created advantage may be exactly the same as the core rigidities that are creating drift.
- C) Performance may not suffer significantly during the early stages of drift.
- D) Managers may be over-enthusiastic about adopting new policies.

Answer: <https://biology-forums.com/index.php?topic=699981>

Question 533

A transnational strategy is one that tries to combine which two elements?

- A) Global coordination and local responsiveness
- B) Low prices and low costs
- C) Standardised products and local job creation
- D) Local responsiveness and home country personnel

Answer: <https://biology-forums.com/index.php?topic=700342>

Question 534

The Prisoner's dilemma was a computer game developed by Sony which failed to take off in the market place.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700015>

Question 535

Which of the following is not a good reason for collaborating between potential competitors?

- A) To carve up the market between competitors to maximise prices
- B) To increase barriers to entry by joint investment in R&D or marketing
- C) To increase buying power
- D) To increase selling power by offering a complete package of product and service

Answer: <https://biology-forums.com/index.php?topic=700026>

Question 536

Which of the following is a criterion for distinguishing operational, tactical and strategic decisions?

- A) Type of decision
- B) Cost of implementation
- C) Who is responsible for implementation
- D) Scope of the decision's impact on the organisation
- E) Time taken to make decisions

Answer: <https://biology-forums.com/index.php?topic=699763>

Question 537

Which of the following is not a characteristic of a no frills strategy?

- A) Focus on price-sensitive market
- B) A low price
- C) Low perceived product/service benefits
- D) Benefits that are different from those of competitors and which are widely valued by buyers

Answer: <https://biology-forums.com/index.php?topic=700017>

Question 538

Which one of the following is not a major concern of strategic management?

- A) Organisational resources and competencies
- B) Mission and objectives
- C) The marketing mix
- D) Strategic options
- E) The external environment

Answer: <https://biology-forums.com/index.php?topic=699760>

Question 539

What is data mining?

- A) The process of finding trends, patterns and connections in data in order to inform and improve competitive performance
- B) Evaluating the key value and cost drivers which most influence the cash generation capability of an organisation
- C) The analysis of the structure of product, service and information flows and the role of the participating parties
- D) Hunting through files and paper records to establish a knowledge management system

Answer: <https://biology-forums.com/index.php?topic=700369>

Question 540

In what three ways may organisations manage the dilemmas associated with organisational design?

- A) By reorganising frequently so that no one side of the dilemma becomes too entrenched.
- B) By maintaining a high degree of central control and consistency throughout the organisation.
- C) By subdividing the organisation so that each part can be organised optimally.
- D) By combining different organisational principles at the same time.

Answer: <https://biology-forums.com/index.php?topic=700358>

Question 541

If an organisation's objective is to spread market portfolio by gaining a presence in foreign markets, which would be the most suitable of the following alternatives?

- A) Forming a strategic alliance with a supplier abroad
- B) Forming a strategic alliance with a distributor abroad
- C) Investing heavily in the development of a new product
- D) Investing heavily in an advertising campaign on national television

Answer: <https://biology-forums.com/index.php?topic=700240>

Question 542

Which of the following is not one of the basic tenets of organisational learning?

- A) Experimentation is the norm.
- B) Organisations need to be pluralistic.
- C) Experimentation is frowned upon.
- D) Multiple processes of strategy development are of value.

Answer: <https://biology-forums.com/index.php?topic=700285>

Question 543

Which of the following is a definition of strategic management?

- A) Strategic management is concerned with the annual planning processes by which an organisation determines its annual targets and budget allocations.
- B) Strategic management refers to those aspects of management that are the responsibility of an organisation's most senior managers.
- C) Strategic management refers to an approach to business planning based on the objectives of the various stakeholder groups affected by the organisation's activities.
- D) Strategic management refers to those activities and processes through which an organisation determines its mission and/or objectives and the plans, policies and actions to achieve them.

Answer: <https://biology-forums.com/index.php?topic=699759>

Question 544

Which of the following is an example of a social issue from the PEST analysis?

- A) China joins the WTO
- B) Rise in interest rates
- C) Rising demand for pre-school nursery places
- D) Development of 3G phones

Answer: <https://biology-forums.com/index.php?topic=699815>

Question 545

Why is it often a good idea to be unpredictable in a hypercompetitive situation?

- A) Because if competitors can see a pattern they can predict the next competitive move.
- B) Because this creates market confusion, which increases sales.
- C) Because if competitors can see a pattern your organisation will not be able to predict its own future moves.
- D) Because if your organisation can identify a pattern, it is likely that the competition can also do so.

Answer: <https://biology-forums.com/index.php?topic=700048>

Question 546

Which of the following best describes the goal of an organisation?

- A) General statement of aim or purpose
- B) Desired future state: the aspiration of the organisation
- C) Overriding purpose in line with the values or expectations of shareholders
- D) Long term direction

Answer: <https://biology-forums.com/index.php?topic=699775>

Question 547

Corporate governance is concerned with how the organisation serves its customers and deals with the environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699780>

Question 548

Which two options correctly complete the sentence: 'Critical success factors are those product features...

- A) that are particularly valued by customers.'
- B) that enable suppliers to maximise their profit.'
- C) which act to deter competitors.'
- D) where the organisation must excel to outperform competition.'

Answer: <https://biology-forums.com/index.php?topic=699860>

Question 549

Which of the following are advantages claimed for the stakeholder model of governance? Choose all that apply.

- A) There are greater incentives for entrepreneurs.
- B) Investment by blocks of investors may increase the level of scrutiny of management decisions.
- C) Major investors are more likely to regard their investments as being long term.
- D) Employee influence may deter management from adopting high-risk policies.

Answer: <https://biology-forums.com/index.php?topic=699948>

Question 550

Which of the following is not an example of a barrier to entry?

- A) High switching costs
- B) Access to distribution
- C) Intellectual property rights
- D) Capital costs
- E) Low switching costs

Answer: <https://biology-forums.com/index.php?topic=699818>

Question 551

Which of the following is not typically provided by a franchiser to a franchisee?

- A) Investment capital
- B) Brand name
- C) Marketing
- D) Products

Answer: <https://biology-forums.com/index.php?topic=700230>

Question 552

Multinational companies from rich countries are typically weak at serving poor consumers in developing countries. Which aspect of Ghemawat's framework does this example relate to? Choose all that apply.

- A) Economic distance
- B) Geographical distance
- C) Administrative and political distance
- D) Cultural distance

Answer: <https://biology-forums.com/index.php?topic=700144>

Question 553

Senior executives are more likely than middle managers to see strategy development as a rational, analytic process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700309>

Question 554

According to the directional policy matrix, what strategy guideline applies to a business unit with medium business strength in an industry with low attractiveness?

- A) Investment and growth

- B) Selective growth
- C) Selectivity
- D) Harvest/divest

Answer: <https://biology-forums.com/index.php?topic=700109>

Question 555

Which two of the following factors must be balanced in a strategic alliance?

- A) Using the best sources of specialist knowledge
- B) Identifying the most knowledgeable people and asking them to decide policy
- C) Ensuring that all allies understand what policy has been decided
- D) Integrating various sources of knowledge to produce best value for customers

Answer: <https://biology-forums.com/index.php?topic=700352>

Question 556

Who is primarily responsible for the development of corporate level strategy?

- A) Supervisors
- B) Shareholders
- C) Middle management team
- D) Senior management team

Answer: <https://biology-forums.com/index.php?topic=700082>

Question 557

Which two of the following are examples of collaboration to share work with customers?

- A) Self-assessment of income tax
- B) Allowing customers to design their own computer on line
- C) Asking customers to include payment with an order.
- D) Reduced queuing by using larger numbers of checkouts in supermarkets

Answer: <https://biology-forums.com/index.php?topic=700051>

Question 558

Which of the following is not a disadvantage of external methods of development?

- A) The high cost of mergers and acquisitions
- B) Cultural differences leading to conflict over methods of working
- C) New skills and competencies can be obtained quickly.
- D) Potential conflict of objectives between partner organisations

Answer: <https://biology-forums.com/index.php?topic=700228>

Question 559

A realised strategy can be described as follows:

- A) A strategy actually being followed by an organisation in practice which may differ from the intended strategy
- B) A strategy actually being followed by an organisation in practice which is always the same as the intended strategy
- C) An expression of desired strategic direction deliberately formulated or planned by managers
- D) A strategy which has been well communicated to all employees

Answer: <https://biology-forums.com/index.php?topic=700282>

Question 560

What is meant by the term 'capital structure'?

- A) The balance between debt and equity finance employed by a firm
- B) The relative amounts of different capital assets owned by a business
- C) This refers to the organisational structure employed at headquarters.
- D) The balance between ordinary and preference shares

Answer: <https://biology-forums.com/index.php?topic=700362>

Question 561

Which of the following is not an implication of the experience curve?

- A) Enhancing the product/service offering adds to customer perceived value.
- B) Growth is not optional in many markets.
- C) First mover advantage can be important.
- D) Organisations should expect real unit costs to decline year on year.
- E) Outsourcing to those with more experience can make sense.

Answer: <https://biology-forums.com/index.php?topic=699872>

Question 562

The paradigm of the organisation encapsulates and reinforces the behaviours observed in the other elements of the cultural web.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699964>

Question 563

Which two gaps may be identified by gap analysis when trying to ensure competitive advantage through people?

- A) Between current capability and short-term business strategy
- B) Between current leadership development and current capability
- C) Between long-term people trends and long-term people strategy
- D) Between long-term people trends and short-term business strategy

Answer: <https://biology-forums.com/index.php?topic=700394>

Question 564

Which two comments accurately explain what the experience curve predicts will happen as an organisation undertakes any activity?

- A) The organisation develops competences in the activity.
- B) Staff training needs increase to ensure that suitable experience is available.
- C) The organisation becomes more efficient at the activity.
- D) Costs can be increased.

Answer: <https://biology-forums.com/index.php?topic=699906>

Question 565

Past success may often be based on excellent relationships with customers, suppliers and employees. Which problems may arise as a result? Choose all that apply.

- A) Major changes in the the products created may require a change to new suppliers.
- B) Major changes required in the skill base may involve changes in the workforce.
- C) Customers will accept the need for change and are very unlikely to switch to new suppliers.
- D) It may be difficult to make a fundamental change in strategy.

Answer: <https://biology-forums.com/index.php?topic=699976>

Question 566

The likelihood of sustained advantage through experience curve benefits is high.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699877>

Question 567

In what three ways does a planning system facilitate converting an intended strategy into organisational action?

- A) By ensuring that only experienced managers are involved in the process
- B) By coordinating resources required to put strategy into effect
- C) By providing a clear, authoritarian approach to planning
- D) By communicating intended strategy from the centre to operating units
- E) By providing agreed objectives or strategic milestones

Answer: <https://biology-forums.com/index.php?topic=700290>

Question 568

Typically change is transformational in nature with only occasional incremental changes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700435>

Question 569

Which of the following characteristics is not a test of whether a strategic capability is a core competence?

- A) It is protected by patents.
- B) It provides access to a wide variety of markets.
- C) It is hard for competitors to imitate.

D) It makes a significant contribution to perceived customer benefits from final products.

Answer: <https://biology-forums.com/index.php?topic=699883>

Question 570

Which of the following is not an example of a stakeholder?

- A) Competitor
- B) Shareholder
- C) Employee
- D) Lending institution
- E) Customer

Answer: <https://biology-forums.com/index.php?topic=699919>

Question 571

How are social enterprises typically funded?

- A) From charitable donations
- B) From government subsidy
- C) From revenues earned in the marketplace
- D) From all of the above sources

Answer: <https://biology-forums.com/index.php?topic=700209>

Question 572

Using an external change agent has the major advantage that they do not inherit the cultural baggage of the organisation and therefore bring a dispassionate view to the process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700431>

Question 573

According to Kanter, what are the benefits of commercial companies being involved in social enterprise?

Choose all that apply.

- A) It accesses new pools of potential employees.
- B) It can create new relationships with governments that can develop into new markets.
- C) It may develop new technologies and services.
- D) It means that they do not need to contribute to more traditional charities.

Answer: <https://biology-forums.com/index.php?topic=700210>

Question 574

Which of the following is a key issue for entrepreneurs during the maturity stage?

- A) Finding potential purchasers for the business
- B) Generating new growth
- C) Finding sources of capital
- D) Creating an organisational structure

Answer: <https://biology-forums.com/index.php?topic=700195>

Question 575

Which of the following is not a major entry mode into foreign markets?

- A) Foreign direct investment
- B) Joint ventures and alliances
- C) Exporting
- D) Diversification
- E) Licensing

Answer: <https://biology-forums.com/index.php?topic=700117>

Question 576

Which of the following evaluation tools is most suited to assessing strategic options against a list of key factors, eliminating certain options until a preferred option emerges?

- A) Ranking strategic options
- B) TOWS
- C) Decision tree
- D) Scenarios

Answer: <https://biology-forums.com/index.php?topic=700257>

Question 577

What are the two key questions that must be asked when considering the manufacturing aspect of resource integration in a new product launch?

- A) Where and how?
- B) What products?
- C) By whom?
- D) What capacity?

Answer: <https://biology-forums.com/index.php?topic=700404>

Question 578

Which of the following is not a way in which the corporate parent can add value?

- A) Coaching and facilitating
- B) Envisioning
- C) Providing central services and resources
- D) Adding management costs

Answer: <https://biology-forums.com/index.php?topic=700104>

Question 579

The organisational field is a community of organisations that interact more frequently with one another and that have developed a shared meaning system.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699994>

Question 580

Which two of the following is an advantage of using external agencies to for tasks such as training or recruitment?

- A) They may not have knowledge of the organisation.
- B) They may bring wider experience.
- C) There are likely to be significant cost savings.
- D) They may have wider knowledge of best practice.

Answer: <https://biology-forums.com/index.php?topic=700393>

Question 581

Which of the following is not an example of a process of emergent strategy development?

- A) Resource allocation routines
- B) Strategic planning
- C) Cultural processes
- D) Logical incrementalism

Answer: <https://biology-forums.com/index.php?topic=700261>

Question 582

Which two of the following highlight the key differences between a business model and a high-level corporate strategy?

- A) Technology-based business model versus structure based business-level strategy
- B) Detailed business model versus high-level strategy
- C) Standard business model versus competitive business-level strategy
- D) Radical change in the business model versus incremental change in the business-level strategy

Answer: <https://biology-forums.com/index.php?topic=700171>

Question 583

The emergent approach to strategy is also referred to as the 'incrementalist' approach.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700264>

Question 584

What three factors must be considered when assessing international competitor retaliation?

- A) Social and demographic factors
- B) Clout

- C) Market attractiveness
- D) Legislative pressures
- E) Defender reactivity

Answer: <https://biology-forums.com/index.php?topic=700148>

Question 585

In the public sector, organisations must make decisions about how units should provide best-value services. What is the equivalent to this type of strategy in a commercial organisation?

- A) Strategic-business strategy
- B) Corporate-level strategy
- C) Business-level strategy
- D) Operational-level strategy

Answer: <https://biology-forums.com/index.php?topic=699795>

Question 586

Which of the following is a key issue for entrepreneurs during the start-up stage?

- A) Creating an organisational structure
- B) Generating growth
- C) Finding sources of capital
- D) Finding potential purchasers for the business

Answer: <https://biology-forums.com/index.php?topic=700194>

Question 587

Which of the following explains why related diversification is considered to involve a lower level of risk than unrelated diversification?

- A) It leverages existing strategic capability.
- B) It utilises the skills of alliance partners.
- C) It achieves a more balanced portfolio.
- D) It focuses on existing products and markets.

Answer: <https://biology-forums.com/index.php?topic=700223>

Question 588

What is the key advantage of involving non-executive directors in strategy development?

- A) They are accepted by the employees as being chief strategists.
- B) They have no executive management responsibilities.
- C) They can offer an external and objective view.
- D) They have time to carefully study and analyse all the relevant documentation.

Answer: <https://biology-forums.com/index.php?topic=700463>

Question 589

Which of the following is not an objective of game theory?

- A) Evaluating macroenvironmental scenarios
- B) Taking an informed, rational view about the competitor's likely actions
- C) Putting oneself in the position of the competitor
- D) Identifying whether there is any strategy that could be followed by a competitor that would lead to market domination
- E) Assessing the impact of a new product launch on the competition

Answer: <https://biology-forums.com/index.php?topic=700027>

Question 590

In most countries the least protected stakeholder is:

- A) The employees
- B) Shareholders
- C) The trade creditor
- D) The banks providing loans

Answer: <https://biology-forums.com/index.php?topic=699916>

Question 591

Which of the following might be a disadvantage of using external change agents?

- A) Their experience and expertise is from a different organisation.
- B) They symbolise the importance of the change process because their fees are so high.
- C) They bring new ideas which contradict the status quo.

D) They do not understand the culture and so cannot properly understand why things happen as they do.

Answer: <https://biology-forums.com/index.php?topic=700432>

Question 592

When considering a portfolio of innovation options what approach will be most suitable in markets of high uncertainty where the technologies are still highly uncertain?

- A) Positioning options
- B) Stepping stones
- C) Scouting options
- D) Platform launches

Answer: <https://biology-forums.com/index.php?topic=700192>

Question 593

Which type of strategy is most likely to relate to the expectations of the shareholders and the stock market?

- A) Operational
- B) Corporate-level
- C) Business-level
- D) Strategic-business-level

Answer: <https://biology-forums.com/index.php?topic=699794>

Question 594

Which of the following describes strategic drift?

- A) Progressive failure of strategies to implement new products in new markets
- B) Progressive failure of strategies to address the strategic position of the organisation
- C) Progressive failure of systems and processes such that they no longer fulfil their original function
- D) Progressive failure of the management to provide the performance expected by shareholders

Answer: <https://biology-forums.com/index.php?topic=700283>

Question 595

Which of the following statements accurately apply to Beer and Nohria's theory of change? Choose all that apply.

- A) Theory O approaches are based on the development of organisational capability.
- B) Theory O approaches are based on the development of the whole organisation.
- C) Theory E approaches are based on the pursuit of efficiency.
- D) Theory E approaches are based on the pursuit of economic value.

Answer: <https://biology-forums.com/index.php?topic=700451>

Question 596

Which of the following would you not associate with incremental change?

- A) Has the advantage of implementing change a bit at time (can be less painful)
- B) Is divided into a number of distinct phases and there may be periods of 'rest' between the phases
- C) Enables the organisation to respond quickly to changes in its environment
- D) Tends to be more inclusive (because it requires less coercion and 'bullying')
- E) Enables management to gain acceptance before and during the change process

Answer: <https://biology-forums.com/index.php?topic=700412>

Question 597

Which of the following conclusions can be reached by playing sequential games? Choose all that apply.

- A) Risk must be weighed carefully.
- B) There may be benefits in bluff and counter-bluff.
- C) In sequential games, the need to 'think forwards and reason backwards' becomes less important.
- D) The timing of strategic moves is crucial.
- E) Establishing credibility and commitment is essential.

Answer: <https://biology-forums.com/index.php?topic=700059>

Question 598

Which of the following correctly state the ways in which strategy can be shaped by the need for legitimacy? Choose all that apply.

- A) Through regulation
- B) Through organisational structure
- C) As a recipe for what is appropriate
- D) In response to normative expectations

Answer: <https://biology-forums.com/index.php?topic=700007>

Question 599

In repeated games which of the following is not a factor upon which cooperation depends?

- A) Number of competitors
- B) Substantial difference between organisations
- C) Branding
- D) Lack of transparency
- E) Mixture of small and large competitors

Answer: <https://biology-forums.com/index.php?topic=700029>

Question 600

Which of the following is not an example of the 'education and communication' style of managing strategic change?

- A) Explaining the reasons for and means of strategic change
- B) Involvement of those who will be affected by strategic change in the change agenda
- C) Investing time in persuading people and giving them time to assimilate the information
- D) Group briefings

Answer: <https://biology-forums.com/index.php?topic=700420>

Question 601

Which of the following definitely cannot be a core competence?

- A) Branding skills
- B) Human resource development
- C) Best in class quality management systems
- D) Strong profitability

Answer: <https://biology-forums.com/index.php?topic=699884>

Question 602

When assessing the context of a strategic change programme, which of the following factors should be considered?

- A) Timing
- B) Capability
- C) Capacity
- D) Capability
- E) Scope
- F) All of the above

Answer: <https://biology-forums.com/index.php?topic=700441>

Question 603

With regard to both values and beliefs it is important to remember that, in relation to culture, the concern is with collective rather than the individual's values and beliefs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700009>

Question 604

Which two of the following make up the crucial elements of the business model?

- A) The selling
- B) The product
- C) The innovation process
- D) The predicted profit

Answer: <https://biology-forums.com/index.php?topic=700170>

Question 605

Chinese companies are increasingly able to to operate in parts of the world where American companies are finding it hard (e.g. the Middle East and Africa). Which aspect of Ghemawat's framework does this example relate to?

- A) Cultural distance
- B) Administrative and political distance
- C) Economic distance
- D) Geographical distance

Answer: <https://biology-forums.com/index.php?topic=700145>

Question 606

Information technology is a critical resource for storing, disseminating and controlling tacit knowledge.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699901>

Question 607

In what two ways does a planning system have a psychological role in strategic planning?

- A) By involving people and thus helping to create ownership
- B) By making it likely that managers will confuse strategy with plans
- C) By clarifying the links between work and the work-life balance
- D) By providing a sense of security and logic for the organisation

Answer: <https://biology-forums.com/index.php?topic=700291>

Question 608

Which of the following is not a characteristic of a traditional strategic planning system?

- A) Providing agreed objectives or strategic milestones for measuring performance
- B) Acknowledging the importance of bargaining among powerful interest groups
- C) Taking a longer term view of strategy
- D) A structured means of analysis and thinking about strategic problems

Answer: <https://biology-forums.com/index.php?topic=700274>

Question 609

The period of flux typically sees the organisation adopting new strategies, clearly focused on creating change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699978>

Question 610

Which of the following is likely to be a positive force for change in an organisation?

- A) A strong culture
- B) A record of success
- C) Poor employee relations
- D) Legislative changes

Answer: <https://biology-forums.com/index.php?topic=700419>

Question 611

In developing new directions for strategy development why may it be necessary to develop new capabilities?

- A) New capabilities may be needed to operate in new markets or to develop new products.
- B) The organisation has achieved 'lock-in'.
- C) Existing capabilities are already best practice in the industry.
- D) The HR manager introduces a new training programme.

Answer: <https://biology-forums.com/index.php?topic=700213>

Question 612

Organisations that want to support current strategies or develop new ones should realise that capability in separate resources is generally sufficient. Aiming for integration is a luxury that few organisations can afford.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700406>

Question 613

Which of the following are the key assumptions of game theory? Choose all that apply.

- A) Competitor can reason forwards and think backwards.
- B) Competitors are in an interdependent relationship with each other.
- C) Competitors will behave rationally in trying to win.
- D) Competitors can perfectly understand each other's motives.

Answer: <https://biology-forums.com/index.php?topic=700055>

Question 614

Which of the following is the key driver of global consolidation in the motor industry?

- A) A fear of being left behind by rivals who are globalising
- B) A desire on the part of executives to run the biggest firm in the industry
- C) The desire to offer cars in every possible segment of the market
- D) A need to achieve scale economies in the value chain to remain cost competitive

Answer: <https://biology-forums.com/index.php?topic=699846>

Question 615

What is the key choice for social entrepreneurs relating to organisational form?

- A) Which stakeholders should be included?
- B) What business model should we adopt?
- C) Is the focus to be end objectives or operational processes?
- D) Is the aim gradual or revolutionary change?

Answer: <https://biology-forums.com/index.php?topic=700207>

Question 616

Which of the following is considered to be a major disadvantage of internal development?

- A) The organisation shares all costs and risks.
- B) It is difficult to achieve dramatic change from within.
- C) The firm can get exactly the result it wants without compromise.
- D) In a rapidly changing environment it takes too much time to achieve.

Answer: <https://biology-forums.com/index.php?topic=700226>

Question 617

Which strategy planning configuration tends to involve bargaining among conflicting interest groups, gradual adjustments to strategy, well-defined procedures and deliberate management intent?

- A) Imposed political
- B) Radical political
- C) Incremental cultural
- D) Planned incrementalism

Answer: <https://biology-forums.com/index.php?topic=700304>

Question 618

Which two of the following are important issues that result from the concept of market segments?

- A) Relative market share within a market segment is an important consideration.
- B) No organisations should attempt to operate in more than six market segments.
- C) Each market segment must be approached in a similar way to maintain product image.
- D) Many market segments may exist since customer needs may vary for many reasons.

Answer: <https://biology-forums.com/index.php?topic=699859>

Question 619

Traditionally organisations have been seen as hierarchies and bureaucracies set up to achieve order and maintain control; as structures built for dynamic conditions of change, not for stability.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700278>

Question 620

Select the option that best explains why large incumbent organisations may develop new venture divisions?

- A) To encourage innovation throughout the organisation
- B) To protect new ventures from the usual systems and disciplines of the core business
- C) To discourage innovation throughout the organisation
- D) To protect the core business from the risk associated with new ventures

Answer: <https://biology-forums.com/index.php?topic=700191>

Question 621

Where are cost drivers and value drivers to be found?

- A) Outside the organisation (value system)
- B) Inside the organisation (value chain)
- C) In the manufacturing process
- D) Inside and outside the organisation (value chain and value system)

Answer: <https://biology-forums.com/index.php?topic=700378>

Question 622

What are the two key questions that must be asked when considering the labour aspect of resource integration in a new product launch?

- A) What products?
- B) At what cost?
- C) By whom?
- D) What quantities?

Answer: <https://biology-forums.com/index.php?topic=700405>

Question 623

What does the term 'competence leveraging' mean?

- A) Sharing expertise with other organisations in a strategic alliance
- B) The ability of the firm to exploit its core competencies in new markets meeting new customer needs
- C) Developing new competencies to stay ahead of the competition
- D) Building upon and enhancing the existing capabilities of the organisation to reinforce its advantages

Answer: <https://biology-forums.com/index.php?topic=699894>

Question 624

What is the difference between a mission and a vision?

- A) The terms 'mission' and 'vision' refer to the same thing. The two terms are synonymous.
- B) A vision expresses why an organisation exists, while a mission specifies what an organisation is trying to achieve in the foreseeable future.
- C) A vision is what the organisations leaders would like to achieve, while a mission is the task they have accepted as more realistic.
- D) A mission specifies why the organisation exists, while the vision expresses what the organisation is trying to achieve in the foreseeable future.

Answer: <https://biology-forums.com/index.php?topic=699776>

Question 625

Which type of strategy is concerned with the overall purpose and scope of an organisation?

- A) Corporate-level strategy
- B) Strategic-business-level strategy
- C) Operational strategy
- D) Business-level strategy

Answer: <https://biology-forums.com/index.php?topic=699790>

Question 626

Which three of the following comments may justify continuing a policy of incremental change?

- A) We should continue to experiment about the successful formula we have followed before.
- B) Our regular customers would never change to other suppliers.
- C) This strategy has been a success in the past.
- D) The environment is only changing gradually.

Answer: <https://biology-forums.com/index.php?topic=699975>

Question 627

Which of the following is a correct description of devolution?

- A) The centralisation of decision-making at head office
- B) Dismantling the central office and allowing subsidiaries to make their own decisions
- C) The delegation of decision making from the centre to units and managers lower down in the hierarchy
- D) The upwards delegation of decision making to the Board of Directors

Answer: <https://biology-forums.com/index.php?topic=700330>

Question 628

In what ways could managers identify what they see as the imposition of strategy by powerful, external stakeholders? Choose all that apply.

- A) From their own design of strategy for those stakeholders
- B) Through rational/analytical processes of analysis and evaluation
- C) Through identifying emergent trends within the organisation
- D) From design of the organisation's vision and mission

Answer: <https://biology-forums.com/index.php?topic=700293>

Question 629

Which of the following is not a form of alliance?

- A) Subcontracting
- B) Customer relationships
- C) Franchising
- D) Network

Answer: <https://biology-forums.com/index.php?topic=700229>

Question 630

Which of the following stakeholders would you not expect to be involved in determining strategy for an NHS Trust?

- A) Employees
- B) Government
- C) Shareholders
- D) Customers

Answer: <https://biology-forums.com/index.php?topic=700253>

Question 631

In respect of mergers and take-overs the continental European model of corporate governance is particularly useful in:

- A) Avoiding a potential conflict of interest between the target company management and their shareholders
- B) Avoiding a potential conflict of interest between the target company management and their key stakeholders
- C) Avoiding a potential conflict of interest between the bidder company management and the target company shareholders
- D) Avoiding a potential conflict of interest between the target company shareholders and the bidders' shareholders

Answer: <https://biology-forums.com/index.php?topic=699937>

Question 632

Which of the following is not one of the major expectations influencing organisational purpose?

- A) Cultural context
- B) Corporate governance
- C) Business ethics
- D) Stakeholders
- E) Government policy

Answer: <https://biology-forums.com/index.php?topic=699911>

Question 633

Corporate level strategy is concerned with:

- A) Competitive strategy of SBUs
- B) Addressing threats and opportunities in the macroenvironment and leveraging strategic capability to create and sustain competitive advantage
- C) Directions of growth e.g. Ansoff matrix
- D) The scope of an organisation and how value is added (or destroyed) at corporate level

Answer: <https://biology-forums.com/index.php?topic=700061>

Question 634

Which of the following is not a typical characteristic of strategy making in the not-for-profit sector?

- A) Meeting expectations of shareholders
- B) Values and ideology
- C) Multiple objectives
- D) Consensus building

Answer: <https://biology-forums.com/index.php?topic=699786>

Question 635

Which of the following is not a characteristic of a virtual organisation?

- A) Held together by partnership, collaboration and networking.
- B) Knowledge creation is spread throughout the network.
- C) In-house resources and activities are minimised and nearly all resources and activities lie outside the organisation.
- D) Buying in services or products that were previously produced in house.

Answer: <https://biology-forums.com/index.php?topic=700329>

Question 636

What does the term 'coopetition' suggest?

- A) The aim of game theory is to encourage people to work together.
- B) Cooperation easily degenerates into competition.
- C) To varying degrees all competitors cooperate.
- D) Game theory works best when all players work in a confined space.

Answer: <https://biology-forums.com/index.php?topic=700057>

Question 637

What are the four elements of the BCG matrix?

- A) Stars, question marks, cash cows and dogs
- B) New products, new markets, market penetration and diversification
- C) Stars, sun, moon and planets
- D) Heartland, value trap, alien businesses, ballast businesses

Answer: <https://biology-forums.com/index.php?topic=700075>

Question 638

Which of the following factors does not explain why some organisations may be more willing to take risks than others?

- A) The organisational culture
- B) Competitive position
- C) The nature of the industries they are in
- D) The leader of the organisation

Answer: <https://biology-forums.com/index.php?topic=700245>

Question 639

Organisational configuration consists of:

- A) Technology, processes and people
- B) Structure, people and systems
- C) Structure, processes and relationships
- D) People, systems and processes

Answer: <https://biology-forums.com/index.php?topic=700311>

Question 640

During staged international expansion firms initially use entry modes that allow them to maximise knowledge acquisition and maximise the exposure of their assets.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700155>

Question 641

Which of the following could be classed as differences in sub-national culture? Choose all that apply.

- A) Differences between North and South England
- B) Differences between Europe and the USA
- C) Differences between England and France
- D) Differences between a town and rural environment

Answer: <https://biology-forums.com/index.php?topic=699995>

Question 642

SBU's must always be represented by different sections of the management structure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700039>

Question 643

What term is given to the situation where early events and decisions establish policies that have lasting effects on subsequent events and decisions?

- A) Recency bias
- B) Path dependency
- C) Strategic drift

D) Historical lock-out

Answer: <https://biology-forums.com/index.php?topic=699985>

Question 644

Which of the corporate social responsibility stances involves supportive leadership, the development of systems of ensure good practice, and an interactive relationship with stakeholders?

- A) Enlightened self-interest
- B) Laissez-faire
- C) Forum for stakeholder interaction
- D) Shaper of society

Answer: <https://biology-forums.com/index.php?topic=699950>

Question 645

Most organisations have a formal channel for issue selling that moves from operational managers to divisional heads to the CEO. What term is used for this channel?

- A) Corporate
- B) Symbolic
- C) Line
- D) Staff

Answer: <https://biology-forums.com/index.php?topic=700489>

Question 646

Strategy has a number of purposes. What are the two key implications for managers?

- A) Invest appropriately in technical quality.
- B) Design the analysis according to the real purpose.
- C) Ensure buy-in and political input from all involved.
- D) Ensure that all issues are thoroughly analysed before proceeding to decision-making.

Answer: <https://biology-forums.com/index.php?topic=700485>

Question 647

Which of the following organisations facilitate internationalisation? Choose all that apply.

- A) European Union
- B) World Trade Organization
- C) North American Free Trade Association
- D) Greenpeace

Answer: <https://biology-forums.com/index.php?topic=700131>

Question 648

What two key points must be balanced when carrying out SWOT analysis?

- A) Technical quality
- B) Cost
- C) Politics
- D) Purpose

Answer: <https://biology-forums.com/index.php?topic=700482>

Question 649

Which of the following is a method of strategy development?

- A) Market penetration
- B) Product development
- C) Internal development
- D) Diversification

Answer: <https://biology-forums.com/index.php?topic=700224>

Question 650

Useful indicators of internal stakeholder power are:

- A) Commercial success and profitability
- B) The status of the individual or group; the claim on resources; representation in powerful positions; symbols of power
- C) The status of the individual or group; available resources; symbols of power
- D) A senior position in the organisation

Answer: <https://biology-forums.com/index.php?topic=699935>

Question 651

In which of the following situations might diversification prove an appropriate strategy?

- A) When the market is experiencing high growth and an influx of new entrants.
- B) When market share is being lost to other firms in the sector.
- C) When the market is mature or existing products are at the end of their lifecycles.
- D) When the product development of rivals is better than your own.

Answer: <https://biology-forums.com/index.php?topic=700222>

Question 652

There has been a move to involve middle managers in HR tasks. Which three of the following are problems that can occur as a result?

- A) HR staff may gain more time to carry out roles of greater long-term importance.
- B) Short-term pressures to meet targets may make it difficult for line managers to focus on longer-term personal issues.
- C) Managers may lack an incentive to become involved in HR activities.
- D) It may not be realistic to expect line managers to be competent in that role.

Answer: <https://biology-forums.com/index.php?topic=700392>

Question 653

What is the approach of Warren Buffet of Berkshire Hathaway to conglomerate management?

- A) Exploiting the Internet to develop a portfolio of virtual businesses
- B) Exploiting transformational change
- C) Exploiting dominant logic by focusing on mature, well understood industries
- D) Exploiting breakthrough technology

Answer: <https://biology-forums.com/index.php?topic=700068>

Question 654

Which of the following do not help explain why strategy implementation is often difficult to achieve in the way intended?

- A) Poor understanding of the strategy by those implementing it
- B) Changes in the external environment
- C) The need for large scale re-training of staff
- D) The difficulties of planning for unintended outcomes
- E) The complex range of changes involved

Answer: <https://biology-forums.com/index.php?topic=700389>

Question 655

Processes of strategy development are likely to remain very similar over time even if the context differs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700302>

Question 656

In which two of the following situations could an unrelated diversification strategy be most likely to be useful?

- A) In countries with underdeveloped markets.
- B) Where the parent can exploit dominant logics.
- C) Where there is great business unit complexity.
- D) Where the parent can also forward integrate.

Answer: <https://biology-forums.com/index.php?topic=700099>

Question 657

Strategic planners are also sometimes known as corporate development managers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700461>

Question 658

Which of the following is the main problem that can arise for corporate level management if too many SBUs are identified?

- A) Difficulties in setting clear targets for operational teams.
- B) Difficulties in giving equal weight to the needs of each supplier.
- C) Excessive requirements for clear, authoritarian leadership.

D) Excessive complexity in developing corporate-level strategy.

Answer: <https://biology-forums.com/index.php?topic=700042>

Question 659

Which of the following is an outcome of the analysis of the strategic capability of an organisation?

- A) An understanding of customer needs
- B) An understanding of strengths and weaknesses
- C) An understanding of opportunities and threats
- D) An understanding of HR capability

Answer: <https://biology-forums.com/index.php?topic=699767>

Question 660

What do strategists mean when they refer to 'bases of competition'?

- A) Price based, differentiation, hybrid or focus strategies
- B) Question marks, stars, cash cows, dogs
- C) Mergers, acquisitions, alliances, organic growth
- D) Diversification, penetration, market development or product development

Answer: <https://biology-forums.com/index.php?topic=700033>

Question 661

Horizontal integration is:

- A) Development into activities which are complementary to present activities
- B) Development into new geographical markets
- C) Development into activities concerned with the outputs from the company's current business
- D) Development into activities concerned with the inputs into the company's current business

Answer: <https://biology-forums.com/index.php?topic=700065>

Question 662

Which market entry mode has an advantage of not needing operational facilities in the host country, but a disadvantage that there are limited opportunities to gain knowledge about local markets and conditions?

- A) Licensing
- B) Foreign direct investment
- C) Joint ventures
- D) Exporting

Answer: <https://biology-forums.com/index.php?topic=700152>

Question 663

Which of the following factors should be taken into account when evaluating the acceptability of a strategy?

- A) The attractiveness of the strategy to the organisation's stakeholders
- B) The impact on strategic capability development
- C) The degree of fit with the organisation's culture, structure and systems
- D) The match between the aims of the strategy and external trading conditions

Answer: <https://biology-forums.com/index.php?topic=700248>

Question 664

The speed with which strategies can be implemented will be greater the more hierarchical the structure of the organisation is.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700319>

Question 665

Which of the following is not a framework for analysing the corporate portfolio?

- A) The directional policy matrix
- B) The BCG matrix
- C) The value chain
- D) The Ashridge portfolio display

Answer: <https://biology-forums.com/index.php?topic=700076>

Question 666

Which of the following affects the bargaining power of customers?

- A) The growth rate of the market
- B) Rates of technological innovation
- C) Supplier switching costs for firms in the industry
- D) The number of customers and the volume of their purchases

Answer: <https://biology-forums.com/index.php?topic=699820>

Question 667

The experience curve shows that there is generally an increase in unit costs as the total number of units increases over time.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699905>

Question 668

What term is used to describe a business unit which has low market growth but high market share?

- A) Star
- B) Cash cow
- C) Question mark
- D) Dog

Answer: <https://biology-forums.com/index.php?topic=700108>

Question 669

Which of the following approaches is most suitable for a public sector organisation that wants to encourage debate among a wide range of stakeholders about a controversial policy issue?

- A) An internet discussion forum
- B) Formation of a sub-committee of relevant managers
- C) Discussion in the relevant council or funding organisation.
- D) A strategy workshop for the organisation's employees

Answer: <https://biology-forums.com/index.php?topic=700477>

Question 670

Which style is concerned with shaping the behaviour in business units and with shaping the context within which managers are operating?

- A) Strategic control
- B) Strategic planning
- C) Financial control
- D) External control

Answer: <https://biology-forums.com/index.php?topic=700350>

Question 671

Operational level strategy is about how to compete successfully in particular markets.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699774>

Question 672

Which market entry mode has an advantage of maintaining full control of resources and capabilities but a disadvantage that it involves substantial investment in the host country leading to economic and financial exposure?

- A) Joint ventures
- B) Licensing
- C) Foreign direct investment
- D) Exporting

Answer: <https://biology-forums.com/index.php?topic=700154>

Question 673

A leading snowboard competitor has suggested a new material to the manufacturer, who trials the new product and then introduces it into the market. What is this an example of?

- A) Technology push
- B) Process innovation
- C) Market pull
- D) Innovation diffusion

Answer: <https://biology-forums.com/index.php?topic=700164>

Question 674

Product-diversified firms are likely to do better from international expansion because they have already developed the skills of dealing with internal diversity.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700159>

Question 675

The following is not a type of organisational structure:

- A) Operational structure
- B) Functional structure
- C) Matrix structure
- D) Holding company structure
- E) Multidivisional structure

Answer: <https://biology-forums.com/index.php?topic=700314>

Question 676

Which of the following would you not associate with a low price strategy?

- A) Reducing labour costs and increasing labour productivity.
- B) An industry leading brand
- C) Producing 'no frills' products and services
- D) Employing cheaper resources
- E) Copying designs to save R&D costs

Answer: <https://biology-forums.com/index.php?topic=700034>

Question 677

Which of the following is not a way of overcoming bases of competitive advantage?

- A) Blocking first-mover advantage
- B) Imitation
- C) Overcoming barriers to entry
- D) Strategic repositioning
- E) Increasing output while maintaining price

Answer: <https://biology-forums.com/index.php?topic=700044>

Question 678

Which of these is not important for organisations in dynamic environments?

- A) Experience and learning
- B) Historical analysis
- C) Flexibility
- D) Scenario planning

Answer: <https://biology-forums.com/index.php?topic=700269>

Question 679

Which of the following are reasons why corporate governance has become an increasingly important issue for organisations? Choose all that apply.

- A) The occurrence of corporate scandals in the late 1990s.
- B) The separation of ownership and management control of organisations.
- C) Decreased power for middle managers.
- D) The need for increased accountability to wider stakeholder interests.

Answer: <https://biology-forums.com/index.php?topic=699939>

Question 680

Which of the following is a correct description of the SWOT analysis?

- A) A SWOT analysis avoids the need for evaluating strategic capability.
- B) A SWOT analysis is a substitute for environmental and industry analysis.
- C) A SWOT analysis summarises the key issues from the business environment and the strategic capability of a organisation.
- D) A SWOT analysis summarises the opportunities and threats for an organisation.
- E) A SWOT analysis summarises the strengths and weaknesses of an organisation.

Answer: <https://biology-forums.com/index.php?topic=699838>

Question 681

Which of the following is not a key indicator of power within an organisation?

- A) Symbols such as office size, executive car
- B) Claim on resources
- C) A charismatic personality
- D) Representation in powerful positions

Answer: <https://biology-forums.com/index.php?topic=699922>

Question 682

Which of the following is not a characteristic of a transnational structure?

- A) National units get scale economies through specialisation on behalf of the whole corporation.
- B) Expertise in specific areas of knowledge is scattered widely throughout the organisation.
- C) The corporate centre manages the global network.
- D) Each national unit operates independently but is a source of ideas and capabilities for the whole corporation.

Answer: <https://biology-forums.com/index.php?topic=700347>

Question 683

What is 'benchmarking'?

- A) A performance appraisal system for evaluating the contribution each member of staff makes to overall performance
- B) A method of raising quality standards by comparing current performance with last year's data to ensure things improve year on year
- C) Setting a standard (benchmark) that acts as a strategic objective for the firm to achieve
- D) Evaluating an organisation's performance relative to others which are best in class

Answer: <https://biology-forums.com/index.php?topic=699865>

Question 684

Which strategy planning configuration is most likely to be used by organisations operating in a new and growing market?

- A) Planned incrementalism
- B) Imposed political
- C) Imposed cultural
- D) Incremental cultural

Answer: <https://biology-forums.com/index.php?topic=700307>

Question 685

Which of the following is not a consequence of globalisation?

- A) Convergence in consumer tastes in certain markets
- B) Ability of businesses to co-ordinate their activities on a worldwide basis
- C) Ability to mass produce products at low cost for large markets
- D) Greater prosperity in less developed countries
- E) Ability to transport people, materials and products around the world

Answer: <https://biology-forums.com/index.php?topic=699848>

Question 686

Which of the following are correct descriptions of Porter's 5 forces? Choose all that apply.

- A) The threat of substitutes
- B) The power of rivalry
- C) The threat of suppliers
- D) The power of suppliers

Answer: <https://biology-forums.com/index.php?topic=699855>

Question 687

IBM has many alliances, mainly with small firms that act as suppliers, agents, distributors, makers of complementary products etc. What term is used for this approach?

- A) Social entrepreneurship
- B) Corporate venturing
- C) Entrepreneurship
- D) Ecosystem

Answer: <https://biology-forums.com/index.php?topic=700202>

Question 688

What key change occurs once a dominant design has been developed in a particular sector?

- A) Large incumbent firms are replaced by smaller companies.
- B) Process innovation becomes more important than product innovation.
- C) Innovation ceases.
- D) Process and product innovation become equally important.

Answer: <https://biology-forums.com/index.php?topic=700167>

Question 689

At what level should the PESTEL framework be applied when analysing a given environment?

- A) The industry level
- B) The market level
- C) The society level
- D) The firm level

Answer: <https://biology-forums.com/index.php?topic=699812>

Question 690

Which of the following is not an example of the 'soft' side of human resource management?

- A) Being shapers of context rather than masterplanners
- B) Varying the style of managing change with differing circumstances
- C) Succession planning
- D) Understanding the difficulty and timescales in achieving behaviour changes

Answer: <https://biology-forums.com/index.php?topic=700365>

Question 691

Which one of the following do you think is not a reason why it is important for businesses to study technology trends as part of the PEST analysis?

- A) Technological innovation can provide new ways of distributing products.
- B) New technologies create new market opportunities.
- C) Technological innovation has to be effectively managed in an organisation.
- D) New technology can reduce costs.
- E) Technological innovation leads to discontinuous change in industries.

Answer: <https://biology-forums.com/index.php?topic=699814>

Question 692

Which of the following are disadvantages claimed for the shareholder model of governance? Choose all that apply.

- A) It increases the risk of short-termism.
- B) Dispersed shareholders prevent close monitoring of management.
- C) Close monitoring make it more difficult for managers to make decisions quickly.
- D) The lack of control over management allows them to rewards themselves with large bonuses.

Answer: <https://biology-forums.com/index.php?topic=699946>

Question 693

Which three components underly Yip's market driver category?

- A) The possibility of transferable marketing
- B) The benefits of economies of scale
- C) The presence of similar customer needs and tastes
- D) The presence of global customers

Answer: <https://biology-forums.com/index.php?topic=700128>

Question 694

McKinsey & Co research indicates that the people involved in making strategic decisions should vary according to the nature of the decision.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700479>

Question 695

Which of the following is not one of the four main classes of resources evaluated as part of the internal analysis?

- A) Physical resources

- B) Intangible resources
- C) Raw material supplies
- D) Intellectual capital
- E) Human resources

Answer: <https://biology-forums.com/index.php?topic=699863>

Question 696

Which of the following factors might explain why an industry experiences a rash of mergers and acquisitions?

- A) High growth
- B) Innovation
- C) High profitability
- D) Falling profitability

Answer: <https://biology-forums.com/index.php?topic=700232>

Question 697

Which of the following is not a strategy for competing in hypercompetitive markets?

- A) Achieving advantage as a first mover
- B) Imitating competitors' product/market moves
- C) Relying on tried and trusted methods of securing competitive advantage
- D) Constant disruption of the status quo
- E) Pre-empting imitation by competing in new ways

Answer: <https://biology-forums.com/index.php?topic=700025>

Question 698

In which of the following organisations do you think core competencies are most dependent on tacit knowledge?

- A) Heavy engineering
- B) Professional service organisations such as consultancies and accountants
- C) Manufacturers of consumer products
- D) Grocery retailing

Answer: <https://biology-forums.com/index.php?topic=699900>

Question 699

Which of the following is most likely to be a danger for virtual organisations?

- A) That the organisation itself gains too high a profile.
- B) That knowledge creation will only occur in the specialist activities of the separate partners.
- C) That the organisation will need to outsource some activities.
- D) That costs will increase as the size of the organisation grows.

Answer: <https://biology-forums.com/index.php?topic=700359>

Question 700

A key source of power that corporate governance attempts to control is:

- A) Communication processes
- B) Information
- C) Finance
- D) Leadership

Answer: <https://biology-forums.com/index.php?topic=699938>

Question 701

A cultural explanation of strategy development is:

- A) Development of strategy by experimentation and learning
- B) The outcome of taken-for-granted assumptions and behaviours
- C) The outcome of an HR programme on managing change
- D) The outcome of negotiation between powerful internal groups

Answer: <https://biology-forums.com/index.php?topic=700270>

Question 702

Porter's 5 forces analyses the macroenvironment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699810>

Question 703

Which of the following is an advantage of licensing?

- A) Full control of resources and capabilities
- B) Limits economic and financial exposure
- C) Combining complementary resources and knowhow
- D) Exploitation of economies of scale

Answer: <https://biology-forums.com/index.php?topic=700118>

Question 704

An organisation has built its strategy around previous path-dependent capabilities that they have developed. Which term is used for this situation?

- A) Strategic drift
- B) Recency
- C) Lock in
- D) Lock out

Answer: <https://biology-forums.com/index.php?topic=699987>

Question 705

Which two of the following are the most suitable criteria to use when identifying SBUs?

- A) Capabilities-based criteria
- B) Management-based criteria
- C) Structure-based criteria
- D) Market-based criteria

Answer: <https://biology-forums.com/index.php?topic=700043>

Question 706

Which of the following groups of attributes is most desirable in a change agent?

- A) Communication skills, technical expertise and sensitivity to organisational politics
- B) An insider from the organisation, politically neutral and fresh ideas
- C) Honesty, loyalty and experience in the industry in question
- D) An outsider with experience of change programmes

Answer: <https://biology-forums.com/index.php?topic=700430>

Question 707

Which of the following is not one of the strategy lenses that offer different ways of looking at the issues of strategy development for an organisation?

- A) Discourse
- B) Ideas
- C) Inspiration
- D) Experience
- E) Design

Answer: <https://biology-forums.com/index.php?topic=699809>

Question 708

Transformational change is a stage in a broader programme of incremental change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700411>

Question 709

What is the difference between explicit and tacit knowledge?

- A) Explicit knowledge is quantitative in nature, while tacit knowledge is qualitative.
- B) Explicit knowledge is knowledge that is known (i.e. made explicit), while tacit knowledge is yet to be discovered.
- C) Explicit knowledge can be transferred through books and manuals, while tacit knowledge can only be learned by personal experience.
- D) Explicit knowledge is equivalent to know-how, while tacit knowledge is know-what.

Answer: <https://biology-forums.com/index.php?topic=699899>

Question 710

Who developed the concept of strategic intent?

- A) Hamel and Prahalad

- B) Burgelman
- C) Porter
- D) Mintzberg
- E) Ansoff

Answer: <https://biology-forums.com/index.php?topic=700071>

Question 711

Which of the following statements is true of a matrix organisation?

- A) Unity of command is a fundamental design principle for matrix structures.
- B) Matrix structures are usually used when tasks are standardised and specialisation of staff is required.
- C) Matrix organisations are also known as multidivisional structures.
- D) Cross-functional teams are formed and then re-formed according to the project needs of the organisation.

Answer: <https://biology-forums.com/index.php?topic=700320>

Question 712

Which three of the following are likely to make up the governance chain in a small family business?

- A) The family shareholders.
- B) Employees
- C) Members of the board
- D) Managers

Answer: <https://biology-forums.com/index.php?topic=699940>

Question 713

Which two of the following guide the development of successful competitive strategies?

- A) Think forwards and reason backwards.
- B) Always select the most unexpected option.
- C) Act independently.
- D) Get in the mind of the competitors.

Answer: <https://biology-forums.com/index.php?topic=700056>

Question 714

Which three of the following are most likely to be useful methods of market development?

- A) New segments
- B) New users
- C) New production techniques
- D) New products
- E) New geographies

Answer: <https://biology-forums.com/index.php?topic=700090>

Question 715

An advertising agency is very aware that national requirements and regulations vary widely between different countries. What international strategy should it adopt?

- A) Complex export
- B) Global
- C) Multidomestic
- D) Simple export

Answer: <https://biology-forums.com/index.php?topic=700140>

Question 716

Which of the following is not a stage in the process of strategic drift?

- A) Strategic drift
- B) Transformational change or death
- C) Flux
- D) Stepped incremental change
- E) Incremental change

Answer: <https://biology-forums.com/index.php?topic=699974>

Question 717

Which two of the following are least likely to be an important consideration when comparing the economic situation in various countries?

- A) Gross domestic product

- B) Religion
- C) Demography
- D) Currency risk
- E) Disposable income

Answer: <https://biology-forums.com/index.php?topic=700142>

Question 718

How does a joint venture differ from a strategic alliance?

- A) A joint venture is when two or more organisations set up a new enterprise, whereas a strategic alliance is a temporary collaboration to achieve a shared goal.
- B) A joint venture is where two organisations act as venture capitalists to fund the development of a third organisation, whereas an alliance involves contributing expertise rather than money.
- C) The two terms are interchangeable and both describe collaboration between two or more organisations.
- D) A joint venture is where two companies own equal shares in a third, whereas a strategic alliance is where one of them is a junior partner, owning less than an equal share.

Answer: <https://biology-forums.com/index.php?topic=700227>

Question 719

In relation to path creation and innovation, which two of the following questions are most useful for managers?

- A) What does the future demand but also not require from the past?
- B) What is relevant from the past that can help with the future?
- C) What can we ignore from the past before we start considering the future?
- D) What can the future tell us about past performance?

Answer: <https://biology-forums.com/index.php?topic=699988>

Question 720

Which of the following have created pressure to internationalisation? Choose all that apply.

- A) Success of countries like Brazil, Russia, India and China
- B) Lower barriers to trade, investment and migration
- C) Poor home performance during the early 2000s.
- D) Improvements in communication

Answer: <https://biology-forums.com/index.php?topic=700125>

Question 721

Who said: 'The conception of a novel strategy is a creative process (of synthesis), to which there are no formal techniques (analysis)'?

- A) Henry Fonda
- B) Michael Porter
- C) Henry Mintzberg
- D) Igor Ansoff

Answer: <https://biology-forums.com/index.php?topic=700287>

Question 722

Which of the following is not an element of the cultural web?

- A) IT systems and HR approach
- B) Symbols and stories
- C) Rituals and routines
- D) Control systems and organisational structures
- E) Power structures and paradigm

Answer: <https://biology-forums.com/index.php?topic=699965>

Question 723

A group of managers is considering how their organisation can compete successfully in a particular market. What type of strategy are they devising?

- A) Operational
- B) Business
- C) Strategic
- D) Corporate

Answer: <https://biology-forums.com/index.php?topic=699793>

Question 724

Market knowledge involves analysing the subtle differences between customer needs in different parts of the market and building product or service

features to meet these needs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700399>

Question 725

A scenario is a guess about the future.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699831>

Question 726

Strategic management is not important in the public sector because the public sector is not concerned with creating competitive advantage.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699777>

Question 727

Which of the following could be classified as being based on network relations outside the organisation's boundaries? Choose all that apply.

- A) Alliances
- B) Virtual organisations
- C) Outsourcing
- D) Strategically controlled units

Answer: <https://biology-forums.com/index.php?topic=700360>

Question 728

It is easier to evaluate whether an internal capability as a strength or weakness if you already have an understanding of the key success factors for the external environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=699893>

Question 729

What term is used for the deliberate development of strategy by experimentation and learning from partial commitments?

- A) Logical incrementalism
- B) Coordinated experimentalism
- C) Applied strategy
- D) Emergent strategy

Answer: <https://biology-forums.com/index.php?topic=700294>

Question 730

What term is used for an innovation that creates substantial growth by offering a new performance trajectory that, even if it is initially inferior, has the potential to become markedly superior?

- A) Disruptive innovation
- B) Radical innovation
- C) Anterior innovation
- D) Sustaining innovation

Answer: <https://biology-forums.com/index.php?topic=700188>

Question 731

Which of the following is not a support activity in the value chain?

- A) Human resource management
- B) Infrastructure
- C) Technology development
- D) Procurement
- E) Marketing and sales

Answer: <https://biology-forums.com/index.php?topic=699868>

Question 732

Which of the following is studied as part of an organisation's macro-environmental analysis?

- A) PESTEL issues
- B) Competitors
- C) Industry structure
- D) Market trends
- E) Internal sales data

Answer: <https://biology-forums.com/index.php?topic=699839>

Question 733

Which of the following statements is most likely to be true of a decentralised organisation?

- A) Ownership and commitment to a strategy is likely to be greater than in a centralised structure.
- B) There will be less opportunity to make your mark and get on.
- C) Poor decision making is likely to result with so many junior managers making them.
- D) Managers are likely to be less motivated than in a centralised structure.

Answer: <https://biology-forums.com/index.php?topic=700321>

Question 734

Which of the following is not an argument in favour of corporate social responsibility?

- A) Organisations control such large amounts of resources that they can destabilise national economies by moving these resources to another country and so their decision-making must be more transparent.
- B) Large organisations exert so much influence on the lives of people (i.e. jobs, product safety, the environment, health and safety at work, etc.) that they must be held accountable as part of a democratic society.
- C) Large organisations influence many aspects of our lives, such as education, the environment, health care and housing, and so should be made legally responsible in respect of these issues.
- D) Large organisations should concentrate on what they are good at, which is wealth creation, and help society through the creation of jobs and incomes.
- E) To avoid corruption and ensure the law is upheld, decision-making processes and other corporate governance issues should be transparent.

Answer: <https://biology-forums.com/index.php?topic=699929>

Question 735

Change agents may be the creator of the strategy, key managers within the organisation or may be brought in as a consultant for the duration of the process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=700428>