

Question 1

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 need 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 2

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 3

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 4

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 5

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 6

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 7

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 8

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 9

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 10

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 11

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 12

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 13

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 14

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 15

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 16

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 17

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 18

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 19

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 20

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>