

Student: _____

1. Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantages.
True False
2. Strategic management includes strategy analysis, strategy formulation, and strategy implementation.
True False
3. According to the text, formulating strategy includes taking into consideration strategy at the business, international, digital, and corporate levels.
True False
4. Shareholders in a company are the only individuals with an interest in the financial performance in the company.
True False
5. Shareholders, employees, and the community-at-large are among a firm's stakeholders.
True False
6. Symbiosis is the ability to recognize interdependencies among the interests of multiple stakeholders within and outside an organization.
True False
7. Social responsibility is the idea that organizations are not only accountable to shareholders but also to the community-at-large.
True False
8. Sears has developed a sophisticated quantitative model that can predict the relationship between employee satisfaction, customer satisfaction and financial results. This is an example of a symbiotic approach to strategic management.
True False
9. Decisions by Boards of Directors are always consistent with shareholder interests.
True False
10. Social responsibility for Suncor Energy of Calgary means accountability to customers but NOT to employees.
True False
11. The strategic management process should be addressed only by top-level executives. Mid-level and low-level employees are best equipped to implement the organization's strategies.
True False
12. Globalization is the flow of capital, people, and information throughout the world.
True False
13. Intellectual capital is becoming increasingly important in today's economy. It is a concern of managers throughout organizations.
True False
14. Objectives in organizations should be clear, stated, and known by employees throughout the organization.
True False

15. Strategic management should only include short-term objectives. Long-term objectives are covered in the organization's vision statement.
True False
16. Organizational goals and objectives should be vague in order to allow for changes in strategy.
True False
17. Organizational vision statements are the beginning point for the hierarchy of goals throughout the organization. An organization's vision statement should be massively inspiring, overarching, and long-term.
True False
18. Although vision statements vary from organization to organization, vision statements are intended to motivate and inspire employees to work toward a general goal.
True False
19. According to the text, a mission statement is an overarching statement that is massively inspiring, long-term, and only discusses the purpose of the company.
True False
20. A mission statement encompasses both the purpose of the company as well as the basis of competition and competitive advantage.
True False
21. Strategic objectives should be measurable, specific, appropriate, and realistic, but not constrained by time deadlines.
True False
22. It is important for organizations to focus primarily on financial objectives and be less concerned about other objectives and goals.
True False
23. The four key attributes of strategic management include the idea that
- A. strategy must be directed toward overall organizational goals and objectives.
 - B. strategy must be focused on long-term objectives.
 - C. strategy must be focused on one specific area of an organization.
 - D. strategy must focus on competitor strengths.
24. The four key attributes of strategic management include all of the following *except*
- A. including multiple stakeholder interests in decision making.
 - B. incorporating both short-term and long-term perspectives.
 - C. recognizing the trade-offs between effectiveness and efficiency.
 - D. emphasis on the attainment of short-term objectives.
25. Stakeholders are
- A. a new way to describe shareholders.
 - B. individuals, groups, and organizations who have a stake in the success of the organization.
 - C. creditors who hold a lien on the assets of the organization.
 - D. attorneys and their clients who sue the organization.
26. "Effectiveness" is often defined as
- A. doing things right.
 - B. stakeholder satisfaction
 - C. doing the right thing.
 - D. productivity enhancement.

27. According to Henry Mintzberg, the realized strategies of a firm
- A. are a combination of deliberate and emergent strategies.
 - B. are a combination of deliberate and differentiation strategies.
 - C. must be based on a company's strategic plan.
 - D. must be kept confidential for competitive reasons.
28. In order to increase their competitiveness, organizations must continually analyze their strategy and their competitive environments. According to the text, strategy analysis includes
- A. assessing intellectual capital as well as analyzing the internal and external environment.
 - B. formulating Internet and international-level strategy.
 - C. strategic leadership and fostering entrepreneurship.
 - D. strategy implementation and strategic controls.
29. In terms of strategy analysis, the textbook describes Roth, CEO of Nortel, as having
- A. set low targets.
 - B. ignored the experiences of competitors and set unrealistically high growth targets.
 - C. focused on the economic landscape.
 - D. all of the answers are correct
30. Sears has developed a sophisticated quantitative model and found that there were positive relationships between employee satisfaction, customer satisfaction, and financial results. According to the text, this is an example of _____.
- A. zero-sum relationship among stakeholders
 - B. stakeholder symbiosis
 - C. rewarding stakeholders
 - D. emphasizing financial returns
31. An organization is responsible to many different entities. In order to meet the demands of these groups, organizations must participate in stakeholder management. Stakeholder management means that
- A. interests of the shareholders are not the only interests that matter.
 - B. stakeholders are second in importance to the shareholders.
 - C. stakeholders and managers inevitably work at cross-purposes.
 - D. all stakeholders receive financial rewards.
32. While working to prioritize and fulfill their responsibilities, members of an organization's board of directors should
- A. represent their own interests.
 - B. represent the interests of the shareholders.
 - C. direct all actions of the CEO.
 - D. emphasize the importance of short-term goals.
33. Members of Boards of Directors are
- A. appointed by the Securities and Exchange Commission.
 - B. elected by the shareholders as their representatives.
 - C. elected by the public.
 - D. only allowed to serve one term of four years.
34. Managers should do more than just focus on short-term financial performance. One concept that helps managers do this is stakeholder symbiosis. This means that
- A. stakeholders are dependent on each other for their success.
 - B. stakeholders look out for their individual interests.
 - C. one can only gain at the expense of someone else.
 - D. all stakeholders want to maximize shareholder returns.

35. Firms must be aware of goals other than short-term profit maximization. One area of concern should be social responsibility which is
- the expectation that business will strive to improve the overall welfare of society.
 - the idea that organizations are solely responsible to local citizens.
 - the fact that court costs could impact the financial bottom line.
 - the idea that businesses are responsible to maintain a healthy social climate for their employees.
36. According to the text, the "triple bottom line" approach to corporate accounting includes which three components:
- financial, environmental, and customer
 - financial, organizational, and customer.
 - financial, environmental, and social.
 - financial, organizational, and psychological.
37. Firms must be concerned with many types of capital. In the broader sense, these could include
- ecological capital.
 - material capital.
 - human and social capital.
 - all of the above.
38. Many organizations have a large number of functional areas with very diverse, and sometimes competing, interests. Such organizations will be most effective if
- each functional area focuses on achieving their own goals.
 - functional areas work together to attain overall goals.
 - goals are defined at the bottom and implemented at the top.
 - management and employees have separate goals.
39. The text argues that a strategic perspective in an organization should be emphasized
- at the top of the organization.
 - in the middle of the organization.
 - throughout the organization.
 - from the bottom up.
40. As our world increases in complexity, the global environment is increasingly competitive and challenging. The key to effective globalization is
- managing the flow of goods.
 - more people speaking more languages.
 - managing the flow of capital, people, and information.
 - governmental regulations.
41. As firms work to become more efficient and effective in the global business environment, they are forced to continually innovate. Innovation in an organization
- will always increase a firm's performance.
 - may enhance or destroy a firm's capabilities.
 - should not be pursued by industry leaders.
 - happens only incrementally.
42. Peter Senge, of M.I.T., recognized three types of leaders. _____ are individuals that, although having little positional power and formal authority, generate their power through the conviction and clarity of their ideas.
- Local line leaders
 - Executive leaders
 - Internal networkers
 - Shop floor leaders

43. Leadership is a necessary (but not sufficient) condition for organizational success. Leaders should emerge at which level(s) of an organization?
- A. only at the top
 - B. in the middle
 - C. throughout the organization
 - D. only during times of change
44. The hierarchy of organizational goals is in this order (least specific to most specific):
- A. vision statements, strategic objectives, mission statements
 - B. mission statements, strategic objectives, vision statements
 - C. vision statements, mission statements, strategic objectives
 - D. mission statements, vision statements, strategic objectives
45. Wellpoint Health Networks states: "Wellpoint will redefine our industry: through a new generation of consumer-friendly products that put individuals back in control of their future." This is an example of a
- A. strategic objective.
 - B. vision statement.
 - C. vague statement of direction.
 - D. line manager's individual goal.
46. Effective vision statement include
- A. all strategic directions of the organization.
 - B. a brief statement of the company's direction.
 - C. strategic posturing and future objectives.
 - D. financial objectives and projected figures.
47. Examples of _____ include: "to be the happiest place on earth" (Disney), and "restoring patients to full life" (Medtronics).
- A. vision statements
 - B. mission statements
 - C. strategic objectives
 - D. operational objectives
48. In contrast to an organization's vision, its mission should
- A. be shorter in length.
 - B. encompass both the purpose of the company as well as the basis of competition.
 - C. encompass all the major rules and regulations of the corporate work force.
 - D. be less detailed.
49. Which "organizational vision" did the text credit belonging to BCE Bell Canada Enterprises?
- A. "Restoring patients to full life"
 - B. "Providing Canadians with a one-stop destination in meeting their needs"
 - C. "Clear, Simple, First, True, Profitable, Proud"
 - D. "... the world's best quick service restaurant"
50. Vision statements are used to create a better understanding of the organization's overall purpose and direction. Vision statements
- A. are very specific.
 - B. provide specific objectives.
 - C. set organizational structure.
 - D. evoke powerful and compelling mental images.
51. Fortune Brands states they will "cut corporate costs by \$30 million a year." This is an example of a
- A. nonfinancial strategic objective.
 - B. financial strategic objective.
 - C. vision statement.
 - D. mission statement.

52. The strategic management process includes strategy analysis, strategy formulation, and strategy implementation. Discuss each of these steps.
53. Discuss what is meant by *recognizing trade-off between efficiency and effectiveness* and provide an example of how this attribute of strategic management could influence the strategic decisions of a firm.
54. A firm has a variety of different stakeholders. Identify several possible stakeholders a firm may have and discuss how the firm may achieve stakeholder symbiosis.
55. Globalization is impacting most firms today. Discuss what "globalization" means and how and why it impacts today's firms.
56. The text discusses several characteristics of effective strategic objectives. List several of these and discuss why a firm's strategic objectives should meet these criteria.

1 Key

1. Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantages.
(p. 5)
TRUE
*Dess - Chapter 01 #1
Learning Objective: 1*
2. Strategic management includes strategy analysis, strategy formulation, and strategy implementation.
(p. 9-13)
TRUE
*Dess - Chapter 01 #2
Learning Objective: 2*
3. According to the text, formulating strategy includes taking into consideration strategy at the business, international, digital, and corporate levels.
(p. 11)
TRUE
*Dess - Chapter 01 #3
Learning Objective: 2*
4. Shareholders in a company are the only individuals with an interest in the financial performance in the company.
(p. 14)
FALSE
*Dess - Chapter 01 #4
Learning Objective: 3*
5. Shareholders, employees, and the community-at-large are among a firm's stakeholders.
(p. 14)
TRUE
*Dess - Chapter 01 #5
Learning Objective: 3*
6. Symbiosis is the ability to recognize interdependencies among the interests of multiple stakeholders within and outside an organization.
(p. 14)
TRUE
*Dess - Chapter 01 #6
Learning Objective: 3*
7. Social responsibility is the idea that organizations are not only accountable to shareholders but also to the community-at-large.
(p. 15)
TRUE
*Dess - Chapter 01 #7
Learning Objective: 3*
8. Sears has developed a sophisticated quantitative model that can predict the relationship between employee satisfaction, customer satisfaction and financial results. This is an example of a symbiotic approach to strategic management.
(p. 14)
TRUE
*Dess - Chapter 01 #8
Learning Objective: 3*
9. Decisions by Boards of Directors are always consistent with shareholder interests.
(p. 14)
FALSE
*Dess - Chapter 01 #9
Learning Objective: 3*
10. Social responsibility for Suncor Energy of Calgary means accountability to customers but NOT to employees.
(p. 14)
FALSE
*Dess - Chapter 01 #10
Learning Objective: 3*

11. The strategic management process should be addressed only by top-level executives. Mid-level and low-level employees are best equipped to implement the organization's strategies.
(p. 17) **FALSE**
*Dess - Chapter 01 #11
Learning Objective: 4*
12. Globalization is the flow of capital, people, and information throughout the world.
(p. 16) **TRUE**
*Dess - Chapter 01 #12
Learning Objective: 4*
13. Intellectual capital is becoming increasingly important in today's economy. It is a concern of managers throughout organizations.
(p. 17) **TRUE**
*Dess - Chapter 01 #13
Learning Objective: 4*
14. Objectives in organizations should be clear, stated, and known by employees throughout the organization.
(p. 20) **TRUE**
*Dess - Chapter 01 #14
Learning Objective: 5*
15. Strategic management should only include short-term objectives. Long-term objectives are covered in the organization's vision statement.
(p. 20) **FALSE**
*Dess - Chapter 01 #15
Learning Objective: 5*
16. Organizational goals and objectives should be vague in order to allow for changes in strategy.
(p. 20) **FALSE**
*Dess - Chapter 01 #16
Learning Objective: 5*
17. Organizational vision statements are the beginning point for the hierarchy of goals throughout the organization. An organization's vision statement should be massively inspiring, overarching, and long-term.
(p. 20) **TRUE**
*Dess - Chapter 01 #17
Learning Objective: 5*
18. Although vision statements vary from organization to organization, vision statements are intended to motivate and inspire employees to work toward a general goal.
(p. 20) **TRUE**
*Dess - Chapter 01 #18
Learning Objective: 5*
19. According to the text, a mission statement is an overarching statement that is massively inspiring, long-term, and only discusses the purpose of the company.
(p. 21) **FALSE**
*Dess - Chapter 01 #19
Learning Objective: 5*
20. A mission statement encompasses both the purpose of the company as well as the basis of competition and competitive advantage.
(p. 21) **TRUE**
*Dess - Chapter 01 #20
Learning Objective: 5*
21. Strategic objectives should be measurable, specific, appropriate, and realistic, but not constrained by time deadlines.
(p. 24) **FALSE**
*Dess - Chapter 01 #21
Learning Objective: 5*

22. It is important for organizations to focus primarily on financial objectives and be less concerned about other objectives and goals.

(p. 23)

FALSE

*Dess - Chapter 01 #22
Learning Objective: 5*

23. The four key attributes of strategic management include the idea that

(p. 7)

- A.** strategy must be directed toward overall organizational goals and objectives.
- B. strategy must be focused on long-term objectives.
- C. strategy must be focused on one specific area of an organization.
- D. strategy must focus on competitor strengths.

*Dess - Chapter 01 #23
Learning Objective: 1*

24. The four key attributes of strategic management include all of the following *except*

(p. 7-8)

- A. including multiple stakeholder interests in decision making.
- B. incorporating both short-term and long-term perspectives.
- C. recognizing the trade-offs between effectiveness and efficiency.
- D.** emphasis on the attainment of short-term objectives.

*Dess - Chapter 01 #24
Learning Objective: 2*

25. Stakeholders are

(p. 14)

- A. a new way to describe shareholders.
- B.** individuals, groups, and organizations who have a stake in the success of the organization.
- C. creditors who hold a lien on the assets of the organization.
- D. attorneys and their clients who sue the organization.

*Dess - Chapter 01 #25
Learning Objective: 3*

26. "Effectiveness" is often defined as

(p. 8)

- A. doing things right.
- B. stakeholder satisfaction
- C.** doing the right thing.
- D. productivity enhancement.

*Dess - Chapter 01 #26
Learning Objective: 2*

27. According to Henry Mintzberg, the realized strategies of a firm

(p. 9)

- A.** are a combination of deliberate and emergent strategies.
- B. are a combination of deliberate and differentiation strategies.
- C. must be based on a company's strategic plan.
- D. must be kept confidential for competitive reasons.

*Dess - Chapter 01 #27
Learning Objective: 2*

28. In order to increase their competitiveness, organizations must continually analyze their strategy and their competitive environments. According to the text, strategy analysis includes

(p. 11)

- A.** assessing intellectual capital as well as analyzing the internal and external environment.
- B. formulating Internet and international-level strategy.
- C. strategic leadership and fostering entrepreneurship.
- D. strategy implementation and strategic controls.

*Dess - Chapter 01 #28
Learning Objective: 2*

29. In terms of strategy analysis, the textbook describes Roth, CEO of Nortel, as having

(p. 3)

- A. set low targets.
- B.** ignored the experiences of competitors and set unrealistically high growth targets.
- C. focused on the economic landscape.
- D. all of the answers are correct

*Dess - Chapter 01 #29
Learning Objective: 1*

30. Sears has developed a sophisticated quantitative model and found that there were positive relationships between employee satisfaction, customer satisfaction, and financial results. According to the text, this is an example of _____.
- A. zero-sum relationship among stakeholders
 - B. stakeholder symbiosis**
 - C. rewarding stakeholders
 - D. emphasizing financial returns

*Dess - Chapter 01 #30
Learning Objective: 3*

31. An organization is responsible to many different entities. In order to meet the demands of these groups, organizations must participate in stakeholder management. Stakeholder management means that
- A. interests of the shareholders are not the only interests that matter.**
 - B. stakeholders are second in importance to the shareholders.
 - C. stakeholders and managers inevitably work at cross-purposes.
 - D. all stakeholders receive financial rewards.

*Dess - Chapter 01 #31
Learning Objective: 3*

32. While working to prioritize and fulfill their responsibilities, members of an organization's board of directors should
- A. represent their own interests.
 - B. represent the interests of the shareholders.**
 - C. direct all actions of the CEO.
 - D. emphasize the importance of short-term goals.

*Dess - Chapter 01 #32
Learning Objective: 3*

33. Members of Boards of Directors are
- A. appointed by the Securities and Exchange Commission.
 - B. elected by the shareholders as their representatives.**
 - C. elected by the public.
 - D. only allowed to serve one term of four years.

*Dess - Chapter 01 #33
Learning Objective: 3*

34. Managers should do more than just focus on short-term financial performance. One concept that helps managers do this is stakeholder symbiosis. This means that
- A. stakeholders are dependent on each other for their success.**
 - B. stakeholders look out for their individual interests.
 - C. one can only gain at the expense of someone else.
 - D. all stakeholders want to maximize shareholder returns.

*Dess - Chapter 01 #34
Learning Objective: 3*

35. Firms must be aware of goals other than short-term profit maximization. One area of concern should be social responsibility which is
- A. the expectation that business will strive to improve the overall welfare of society.**
 - B. the idea that organizations are solely responsible to local citizens.
 - C. the fact that court costs could impact the financial bottom line.
 - D. the idea that businesses are responsible to maintain a healthy social climate for their employees.

*Dess - Chapter 01 #35
Learning Objective: 3*

36. According to the text, the "triple bottom line" approach to corporate accounting includes which three components:
- A. financial, environmental, and customer
 - B. financial, organizational, and customer.
 - C. financial, environmental, and social.**
 - D. financial, organizational, and psychological.

*Dess - Chapter 01 #36
Learning Objective: 3*

37. Firms must be concerned with many types of capital. In the broader sense, these could include
(p. 15) A. ecological capital.
B. material capital.
C. human and social capital.
D. all of the above.

*Dess - Chapter 01 #37
Learning Objective: 3*

38. Many organizations have a large number of functional areas with very diverse, and sometimes
(p. 20) competing, interests. Such organizations will be most effective if
A. each functional area focuses on achieving their own goals.
B. functional areas work together to attain overall goals.
C. goals are defined at the bottom and implemented at the top.
D. management and employees have separate goals.

*Dess - Chapter 01 #38
Learning Objective: 5*

39. The text argues that a strategic perspective in an organization should be emphasized
(p. 15-16) A. at the top of the organization.
B. in the middle of the organization.
C. throughout the organization.
D. from the bottom up.

*Dess - Chapter 01 #39
Learning Objective: 3*

40. As our world increases in complexity, the global environment is increasingly competitive and
(p. 16) challenging. The key to effective globalization is
A. managing the flow of goods.
B. more people speaking more languages.
C. managing the flow of capital, people, and information.
D. governmental regulations.

*Dess - Chapter 01 #40
Learning Objective: 4*

41. As firms work to become more efficient and effective in the global business environment, they are
(p. 17) forced to continually innovate. Innovation in an organization
A. will always increase a firm's performance.
B. may enhance or destroy a firm's capabilities.
C. should not be pursued by industry leaders.
D. happens only incrementally.

*Dess - Chapter 01 #41
Learning Objective: 4*

42. Peter Senge, of M.I.T., recognized three types of leaders. _____ are individuals that,
(p. 17) although having little positional power and formal authority, generate their power through the
conviction and clarity of their ideas.
A. Local line leaders
B. Executive leaders
C. Internal networkers
D. Shop floor leaders

*Dess - Chapter 01 #42
Learning Objective: 4*

43. Leadership is a necessary (but not sufficient) condition for organizational success. Leaders should
(p. 17) emerge at which level(s) of an organization?
A. only at the top
B. in the middle
C. throughout the organization
D. only during times of change

*Dess - Chapter 01 #43
Learning Objective: 4*

44. The hierarchy of organizational goals is in this order (least specific to most specific):
(p. 23)
- A. vision statements, strategic objectives, mission statements
 - B. mission statements, strategic objectives, vision statements
 - C.** vision statements, mission statements, strategic objectives
 - D. mission statements, vision statements, strategic objectives

*Dess - Chapter 01 #44
Learning Objective: 5*

45. Wellpoint Health Networks states: "Wellpoint will redefine our industry: through a new generation of consumer-friendly products that put individuals back in control of their future." This is an example of a
(p. 20-22)
- A. strategic objective.
 - B.** vision statement.
 - C. vague statement of direction.
 - D. line manager's individual goal.

*Dess - Chapter 01 #45
Learning Objective: 5*

46. Effective vision statement include
(p. 20)
- A. all strategic directions of the organization.
 - B.** a brief statement of the company's direction.
 - C. strategic posturing and future objectives.
 - D. financial objectives and projected figures.

*Dess - Chapter 01 #46
Learning Objective: 5*

47. Examples of _____ include: "to be the happiest place on earth" (Disney), and "restoring patients to full life" (Medtronics).
(p. 20-23)
- A.** vision statements
 - B. mission statements
 - C. strategic objectives
 - D. operational objectives

*Dess - Chapter 01 #47
Learning Objective: 5*

48. In contrast to an organization's vision, its mission should
(p. 20-23)
- A. be shorter in length.
 - B.** encompass both the purpose of the company as well as the basis of competition.
 - C. encompass all the major rules and regulations of the corporate work force.
 - D. be less detailed.

*Dess - Chapter 01 #48
Learning Objective: 5*

49. Which "organizational vision" did the text credit belonging to BCE Bell Canada Enterprises?
(p. 20)
- A. "Restoring patients to full life"
 - B. "Providing Canadians with a one-stop destination in meeting their needs"
 - C.** "Clear, Simple, First, True, Profitable, Proud"
 - D. "... the world's best quick service restaurant"

*Dess - Chapter 01 #49
Learning Objective: 5*

50. Vision statements are used to create a better understanding of the organization's overall purpose and direction. Vision statements
(p. 20)
- A. are very specific.
 - B. provide specific objectives.
 - C. set organizational structure.
 - D.** evoke powerful and compelling mental images.

*Dess - Chapter 01 #50
Learning Objective: 5*

51. Fortune Brands states they will "cut corporate costs by \$30 million a year." This is an example of
(p. 23-24) a
- A. nonfinancial strategic objective.
 - B.** financial strategic objective.
 - C. vision statement.
 - D. mission statement.

Dess - Chapter 01 #51
Learning Objective: 5

52. The strategic management process includes strategy analysis, strategy formulation, and strategy
(p. 9-13) implementation. Discuss each of these steps.

Answers will vary

Dess - Chapter 01 #52
Learning Objective: 1

53. Discuss what is meant by *recognizing trade-off between efficiency and effectiveness* and provide an
(p. 7-8) example of how this attribute of strategic management could influence the strategic decisions of a firm.

Answers will vary

Dess - Chapter 01 #53
Learning Objective: 2

54. A firm has a variety of different stakeholders. Identify several possible stakeholders a firm may have
(p. 13-14) and discuss how the firm may achieve stakeholder symbiosis.

Answers will vary

Dess - Chapter 01 #54
Learning Objective: 3

55. Globalization is impacting most firms today. Discuss what "globalization" means and how and why it
(p. 16) impacts today's firms.

Answers will vary

Dess - Chapter 01 #55
Learning Objective: 4

56. The text discusses several characteristics of effective strategic objectives. List several of these and
(p. 23-24) discuss why a firm's strategic objectives should meet these criteria.

Answers will vary

Dess - Chapter 01 #56
Learning Objective: 5

1 Summary

<u>Category</u>	<u># of Questions</u>
Dess - Chapter 01	56
Learning Objective: 1	4
Learning Objective: 2	7
Learning Objective: 3	18
Learning Objective: 4	8
Learning Objective: 5	19