MQM 385 Organizational Strategy: Exam 3 Guide

Exam Format

- 3 essay type Answers. One from each chapter covered. Each question is of 10 points. Thus, 30 points
- Multiple Choice, True/False (20 Questions: 20 points)
- Chapters 11, 12, 13

Focus on the following:

- Read the Chapters; don’t rely on PowerPoint, only.
- Concentrate on the following:
  - Make clear the relationship between stakeholder management and corporate performance.
  - The importance of maximizing returns to stockholders as preeminent corporate goal.
  - Various corporate governance mechanisms and why they may not always work.
  - Define and describe business ethical issues, and show how managers can improve a firm’s ethical climate for ensuring a practice of good ethical principles.
  - Explain the principles of agency theory, including the issues it addresses.
  - Main elements of strategy implementation—structure, control systems, and culture—and their relationships to each other
  - Demonstrate how structure, control, and culture can increase product differentiation, reduce costs, and build competitive advantage
  - Explain the importance of keeping organizational hierarchies flat and what factors should be considered in choosing a centralized or decentralized authority
  - Discuss the advantages of a functional structure and why and when more complex restructuring may be necessary
  - Show the difference between more complex forms of organizational structure used to meet specific kinds of business-level strategies
  - Identify and discuss the three building blocks of organizational structure.
  - Explain the importance of implementing strategies using different combinations of organizational structure, control, and culture.
  - Multidivisional structure and its costs and benefits.
  - Describe the four global strategies and describe how firms choose the correct global strategy, global structure, and control systems to implement them.
  - Describe three entry modes for entering a new industry and how they can be implemented effectively.