TT TEXTBOOK TESTBANKS

Test Bank for Essentials of Strategic Management 8th Gamble

TEST BANK SAMPLE PREVIEW

PUBLISHER
McGraw-Hill

COPYRIGHT
2024

RESOURCE TYPE
Test Bank

ISBN
9781264124336

Strategic Management Text and Cases Edition 11 by Dess

CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

1) You have been asked to evaluate Kampus Kombucha's mission statement, "To heal and refresh everyone we touch." You would most likely observe that Kampus Kombucha's mission statement
   - A) specifies the buyer needs that it seeks to satisfy and the customer groups or markets it serves.
   - B) specifically informs customers and employees "who we are, what we do, and why we are here."
   - C) portrays this company's aspirations for the future.
   - D) describes more of an *objective* and a *result* of what this company does instead of its purpose.
   - E) is vague, fairly uninformative, and blurs the essence of this company's business activities.

2) Which of the following is an integral part of the managerial process of crafting and executing strategy?
   - A) developing a proven business model
   - B) setting objectives and using them as yardsticks for measuring the company's performance and progress
   - C) deciding how much of the company's resources to employ in the pursuit of sustainable competitive advantage
   - D) communicating the company's mission and purpose to all employees
   - E) deciding on the composition of the company's board of directors

Strategic Management Text and Cases Edition 11 by Dess

3) Which of the following are integral parts of the managerial process of crafting and executing strategy?
   - A) deciding on the company's strategic intent, setting financial objectives, crafting a strategy, and choosing what business approaches and operating practices to employ
   - B) developing a proven business model, deciding on the company's strategic intent, and crafting a strategy
   - C) setting objectives, crafting a strategy, implementing and executing the chosen strategy, and deciding how much of the company's resources to employ in the pursuit of sustainable competitive advantage
   - D) coming up with a statement of the company's mission and purpose, setting objectives, choosing what business approaches to employ, selecting a business model, and monitoring developments
   - E) developing a strategic vision, setting objectives, crafting a strategy, and initiating corrective adjustments

4) When companies adopt the strategy formulation, strategy execution process, the first step is to
   - A) monitor internal and external developments and initiate corrective adjustments to the business model when necessary.
   - B) adopt a proven business model, decide on the company's top management team, and craft a strategy.
   - C) execute the company's chosen strategy efficiently and effectively.
   - D) set objectives and develop a profitable business model to meet those objectives.
   - E) develop a strategic vision, mission, and values.

Strategic Management Text and Cases Edition 11 by Dess

5) The strategic management process is shaped by
   A) management's strategic vision, strategic and financial objectives, and strategy.
   B) the decisions made by the compensation and audit committees of the board of directors.
   C) external factors such as the industry's economic and competitive conditions and internal factors such as the company's collection of resources and capabilities.
   D) a company's customer value proposition and profit formula.
   E) actions to strengthen competitive capabilities and correct weaknesses, actions to strengthen market standing and competitiveness by acquiring or merging with other companies, and actions to enter new geographic or product markets.

6) TOMS Shoes' company values are
   A) focused on the wealth maximization of shareholders.
   B) strictly limited in number (not more than two per company).
   C) barely distinguishable among those of other rivals in the footwear industry.
   D) directly linked to this company's strategic vision, whereas its mission has other underlying assets.
   E) an integral part of this company's DNA, if executives seek to ingrain designated core values into corporate culture.

Strategic Management Text and Cases Edition 11 by Dess

7) The strategic management process is shaped by
    A) management's strategic vision, strategic and financial objectives, and strategy.
    B) the decisions made by the compensation and audit committees of the board of directors.
    C) external factors such as the industry's economic and competitive conditions and internal factors such as the company's collection of resources and capabilities.
    D) a company's customer value proposition and profit formula.
    E) actions to strengthen competitive capabilities and correct weaknesses, actions to strengthen market standing and competitiveness by acquiring or merging with other companies, and actions to enter new geographic or product markets.

8) When a company is confronted with significant industry change that mandates radical revision of its strategic course, the company is said to have encountered a(n)
    A) learning and growth perspective.
    B) strategic inflection point.
    C) strategic roadblock.
    D) new strategic opportunity.
    E) opportunity for corporate entrepreneurship.

9) A company's strategic plan consists of
    A) its balanced scorecard and its business model.
    B) a vision of where it is headed, a set of performance targets, and a strategy to achieve them.
    C) its strategy and management's specific, detailed plans for implementing it.
    D) a company's plans for improving value-creating internal processes.
    E) a strategic vision, a strategy, and a business model.

Strategic Management Text and Cases Edition 11 by Dess

10) The strategy formulation, strategy execution process
    A) is usually delegated to members of a company's board of directors so as not to infringe on the time of busy executives.
    B) includes establishing a company's mission, developing a business model aimed at making the company an industry leader, and crafting a strategy to implement and execute the business model.
    C) embraces the tasks of developing a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy, and then monitoring developments and initiating corrective adjustments in light of experience, changing conditions, and new opportunities.
    D) is principally concerned with sizing up an organization's internal and external situation, so as to be prepared for the challenge of developing a sound business model.
    E) is primarily the responsibility of top executives and the board of directors; very few managers below this level are involved.

11) A company's strategic vision concerns
    A) a company's directional path and future product-customer-market-technology focus.
    B) why the company does certain things in trying to please its customers.
    C) management's story line of how it intends to make a profit with the chosen strategy.
    D) "who we are and what we do."
    E) what future actions the enterprise will likely undertake to outmaneuver rivals and achieve a sustainable competitive advantage.

Strategic Management Text and Cases Edition 11 by Dess

12) Management's strategic vision for an organization
    A) charts a strategic course for the organization ("where we are going") and outlines the company's future product-customer-market-technology focus.
    B) describes in fairly specific terms the organization's business model, strategic objectives, and strategy.
    C) spells out how the company will become a big moneymaker and boost shareholder value.
    D) addresses the critical issue of "why our business model needs to change and how we plan to change it."
    E) spells out the organization's strategic moves that will be undertaken to achieve competitive advantage.

13) Top management's views about where the company is headed and what its future product-customer-market-technology will be
    A) indicates what kind of business model the company is going to have in the future.
    B) constitutes the strategic vision for the company.
    C) signals what the firm's strategy will be.
    D) serves to define the company's mission.
    E) indicates what the company's long-term strategic plan is.

14) Which one of the following is not an accurate attribute of an organization's strategic vision?
    A) a clearly articulated view of "where we are going"
    B) describing the company's future product-customer-market-technology focus
    C) pointing an organization in a particular direction and charting a strategic path for it to follow
    D) providing managers with a reference point for making strategic decisions
    E) specifying how the company intends to implement and execute its business model

15) Well-conceived visions are
    A) vague and indefinite, to allow room for a company to change direction.
    B) generic to many organizations.
    C) primarily comprised of feel-good statements about the company's past history.
    D) innocuous one-sentence statements.
    E) a reference point for managers in making strategic decisions.

Strategic Management Text and Cases Edition 11 by Dess

16) Which of the following are characteristics of an effectively worded strategic vision statement?
    A) graphic, directional, and focused
    B) challenging, competitive, and "set in concrete"
    C) balanced, responsible, and rational
    D) realistic, customer-focused, and market-driven
    E) achievable, profitable, and ethical

17) You have been asked to evaluate the vision statements of Whole Foods, Keurig Dr. Pepper, Caterpillar, and Nike. Which one of the following is not a characteristic of an effectively worded strategic vision statement?
    A) focused (is specific enough to provide guidance to managers when making decisions and allocating resources)
    B) graphic (paints a picture of the kind of company management is trying to create and the market position or positions the company is striving to stake out)
    C) easy to communicate (is explainable in 10 to 15 minutes, can be reduced to a memorable slogan)
    D) lengthy, too reliant on superlatives, not memorable, and unfocused
    E) aspirational (is forward-looking, describes the strategic course that management has charted and the kinds of product-market-customer-technology changes that will help the company prepare for the future)

Strategic Management Text and Cases Edition 11 by Dess

18) In spring 2022, the CEO of Delta Airlines, a major international air carrier, was contending with an uncertain rebound in business passenger traffic, while in the meantime fuel prices and labor costs are expected to rise in 2022. Meanwhile, a passenger boycott was looming because the company is located in Georgia, a U.S. state that has recently passed new restrictive voting laws. Which of the following statements best expresses how Delta Airlines should proceed to balance its goal of increasing shareholder value with its mission that states, "We employees, customers, and community partners together form a force for positive local and global change, dedicated to bettering standards of living and the environment where we and our customers live and work"?
    A) Delta needs to balance its pursuit of financial objectives against the pursuit of its strategic objectives.
    B) Delta needs to balance its pursuit of financial objectives against its company values such as fair treatment, integrity, ethical behavior, innovativeness, teamwork, top-notch quality, superior customer service, social responsibility, and community citizenship.
    C) Delta needs to balance the pursuit of its business purpose/mission against the pursuit of its strategic vision.
    D) Delta needs to decide whether it will emphasize stock price appreciation or higher dividend payments to shareholders.
    E) Delta needs to decide whether it will put more emphasis on the achievement of short-term performance targets or long-range corporate social responsibility targets.

19) Which of the following are common shortcomings of company vision statements?
    A) too broad, vague or incomplete, bland/uninspiring, not distinctive, and too reliant on superlatives
    B) unrealistic, unconventional, and unprofessional
    C) too specific, too inflexible, and can't be achieved in five years
    D) too broad, too narrow, and too risky
    E) not customer-driven, out-of-step with emerging technological trends, and too ambitious

Strategic Management Text and Cases Edition 11 by Dess

20) Effectively communicating the strategic vision down the line to lower-level managers and employees has the value of

A) not only explaining "where we are going and why" but, more importantly, also inspiring and energizing company personnel to unite to get the company moving in the intended direction.
B) helping company personnel understand why "making a profit" is so important.
C) making it easier for top executives to set strategic objectives.
D) helping lower-level managers and employees better understand the company's business model.
E) All of these choices are correct.

21) A benefit of a vivid, engaging, and convincing strategic vision is

A) avoiding the need for consensus in support of top management's own view about the company's long-term direction.
B) increasing risk of rudderless decision making by managers at all levels of the organization.
C) creating debate among company personnel behind managerial efforts to get the company moving in the intended direction.
D) helping an organization prepare for to make short-term moves in the marketplace.
E) providing a beacon for lower-level managers in forming departmental missions.

22) A company's mission statement typically addresses which of the following questions?

A) Who are we? What do we do? Why are we here?
B) What objectives and level of performance do we want to achieve?
C) Where are we going and what should our strategy be?
D) What approach should we take to achieve sustainable competitive advantage?
E) Why have we chosen a particular business model to achieve our objectives and our vision?

Strategic Management Text and Cases Edition 11 by Dess

23) Ideally, a company's mission statement should be sufficiently descriptive and
   - A) provide scant indication of a company's services and products that give the company its own identity.
   - B) identify the pressing agenda items for members of its board of directors.
   - C) specify the allocation of resources that underlie the basis of its competitive advantage.
   - D) relate to the future state of the organization that managers seek to attain.
   - E) identify the specific customer or market that the company intends to serve.

24) The difference between the concept of a company mission statement and the concept of a strategic vision is that
   - A) a mission statement typically concerns a company's present business scope ("who we are and what we do"), whereas the principal concern of a strategic vision is with the company's future business scope (long-term direction and future product-customer-market-technology focus).
   - B) the mission is to make a profit, whereas a strategic vision concerns how to attract customers.
   - C) a mission statement deals with what to accomplish on behalf of shareholders and a strategic vision concerns what to accomplish on behalf of customers.
   - D) a mission statement concerns what to do to achieve short-run objectives and a strategic vision concerns what to do to achieve long-run performance targets.
   - E) a mission statement deals with "where we are headed," whereas a strategic vision provides the critical answer to "how will we get there."

Strategic Management Text and Cases Edition 11 by Dess

25) A company's values concern
   A) whether and to what extent it intends to operate in an ethical and socially responsible manner.
   B) how aggressively it will seek to maximize profits and enforce high ethical standards.
   C) the beliefs and operating principles built into the company's "balanced scorecard" for measuring performance.
   D) the beliefs, traits, and behavioral norms that company personnel are expected to display in conducting the company's business and pursuing its strategic vision and mission.
   E) the beliefs, principles, and ethical standards that are incorporated into the company's strategic intent and business model.

26) A company's values relate to such things as
   A) how it will balance its pursuit of financial objectives against the pursuit of its strategic objectives.
   B) how it will balance the pursuit of its business purpose/mission against the pursuit of its strategic vision.
   C) fair treatment, integrity, ethical behavior, innovativeness, teamwork, top-notch quality, superior customer service, social responsibility, and community citizenship.
   D) whether it will emphasize stock price appreciation or higher dividend payments to shareholders, and whether it will put more emphasis on the achievement of short-term performance targets or long-range performance targets.
   E) All of these choices are correct.

27) St. Jude's Children's Research Hospital and Tom's Shoes' core values typically do not include such things as
   A) giving back to the community and doing the right thing.
   B) improving people's lives.
   C) minimizing innovation, rewarding individuality, and setting financial performance targets.
   D) social responsibility and community citizenship.
   E) fair treatment, integrity, and ethical behavior.

Strategic Management Text and Cases Edition 11 by Dess

28) The primary managerial purpose of setting objectives is to
   A) ensure that deliberately vague language such as “reducing costs” and “becoming more efficient” is used to provide managers with more latitude in setting stretch objectives for the company.
   B) designate strategic outcomes as lagging indicators.
   C) balance the scorecard of financial and strategic objectives.
   D) designate financial outcomes as leading indicators.
   E) convert the strategic vision into specific performance targets.

29) A company needs financial objectives
   A) to overtake key competitors on such important measures as net profit margins and return on investment.
   B) because without adequate profitability and financial strength, the company’s ultimate survival is jeopardized.
   C) to indicate to employees that financial objectives always take precedence over strategic objectives.
   D) to convince shareholders that top management is acting in their interests.
   E) to translate the company’s business model into action items.

30) Strategic objectives
   A) are more essential in achieving a company’s strategic vision than are financial objectives.
   B) are generally less important than financial objectives.
   C) are more difficult to achieve and harder to measure than financial objectives.
   D) relate to strengthening a company’s overall market standing and competitive vitality.
   E) help managers track an organization’s true progress better than do financial objectives.

31) A balanced scorecard for measuring company performance
   A) entails putting equal emphasis on financial and strategic objectives.
   B) entails striking a balance between financial objectives and strategic objectives.
   C) balances the drive for profits with social responsibility obligations.
   D) prevents the drive for achieving strategic objectives from overwhelming the pursuit of financial objectives.
   E) entails creating a set of financial objectives balanced among profitability measures and liquidity measures.

Strategic Management Text and Cases Edition 11 by Dess

32) A balanced scorecard that includes both strategic and financial performance targets is a conceptually strong approach for judging a company's overall performance because
   - A) financial performance measures are lagging indicators that reflect the results of past decisions and organizational activities, whereas strategic performance measures are leading indicators of a company's future financial performance.
   - B) it entails putting equal emphasis on good strategy execution and good business model execution.
   - C) a balanced scorecard approach pushes managers to avoid setting objectives that reflect the results of past decisions and organizational activities, and, instead, to set objectives that will serve as leading indicators of a company's future financial performance.
   - D) it assists managers in putting roughly equal emphasis on short-term and long-term performance targets.
   - E) it more or less forces managers to put equal emphasis on financial and strategic objectives.

33) Why should long-run objectives take precedence over short-run objectives?
   - A) The focus is placed on improving performance in the near term.
   - B) Long-run objectives are necessary for achieving long-term performance and stand as a barrier to undue focus on short-term results.
   - C) Long-run objectives will satisfy shareholder expectations for progress.
   - D) Long-run objectives will force the company to deliver performance improvement in the current period.
   - E) None of these are correct.

34) Well-stated objectives are
   - A) succinct and concise so as to identify the company's risk and return options.
   - B) representative of customers' aspirations for company performance.
   - C) directly related to the dividend payout ratio for stockholder returns.
   - D) broad and take into account views of all the stakeholders.
   - E) specific, quantifiable or measurable, challenging, and contain deadlines for achievement.

Strategic Management Text and Cases Edition 11 by Dess

35) Company objectives
- A) are needed only on a companywide basis related to a company's short-term and long-term profitability.
- B) need to be broken down into performance targets for each of its separate businesses, product lines, functional departments, and individual work units.
- C) play the important role of establishing the direction in which the company needs to be headed.
- D) are important because they help guide managers in deciding what the company's strategy map should look like.
- E) should be set in a manner that does not conflict with the performance targets of lower-level organizational units.

36) A company needs performance targets or objectives
- A) for its operations as a whole and for each of its separate businesses, product lines, functional departments, and individual work units.
- B) because they provide parameters for the company's strategy map.
- C) to unify the company's strategic vision and business model.
- D) to help guide managers in deciding what strategic path to take in the event that a strategic inflection point is encountered.
- E) to prevent lower-level organizational units from establishing their own objectives.

37) Which of the following is the best example of a well-stated financial objective?
- A) Gradually boost market share from 10 percent to 15 percent over the next several years.
- B) Achieve lower costs than any other industry competitor.
- C) Boost revenues by a percentage margin greater than the industry average.
- D) Increase earnings per share by 15 percent annually.
- E) Maximize total company profits and return on investment.

Strategic Management Text and Cases Edition 11 by Dess

38) The task of stitching together a strategy
   A) entails addressing a series of "hows": how to grow the business, how to please customers, how to outcompete rivals, how to respond to changing market conditions, and how to achieve strategic and financial objectives.
   B) is primarily an exercise in deciding which of several freshly emerging market opportunities to pursue.
   C) should be dictated by what is comfortable to management from a risk perspective and what is acceptable in terms of capital requirements.
   D) requires trying to copy the strategies of industry leaders as closely as possible.
   E) is mainly an exercise in good planning.

39) Crafting strategy requires
   A) a collaborative effort that includes managers in various position at various organizational levels.
   B) executive management involvement only.
   C) participation by all employees.
   D) a collaborative effort between the CEO and board members only.
   E) All of these choices are correct.

40) Corporate strategy
   A) is primarily concerned with strengthening a company's market position and building competitive advantage.
   B) is subject to being changed much less frequently than either a company's objectives or its mission statement.
   C) should be based on a flexible strategic vision and mission.
   D) ensures consistency in strategic approach among businesses of a diversified, multibusiness corporation.
   E) determines balanced scorecard financial and strategic objectives.

41) Business strategy concerns
   A) strengthening the company's market position and building competitive advantage.
   B) ensuring consistency in strategic approach among the businesses of a diversified company.
   C) selecting a business model to use in pursuing business objectives.
   D) selecting a set of financial and strategic objectives for a particular line of business.
   E) choosing appropriate internal business processes for a specific line of business.

Strategic Management Text and Cases Edition 11 by Dess

42) The following scenario does not contain the key characteristics of a well-stated organizational objective:

A) Jet Blue's plans to grow 150 flights a day to 200 over the coming years.

B) lululemon's plans to expand its brand globally through international market penetration, opening 11 new stores in Asia and Europe, which include the first stores in China, South Korea, and Switzerland.

C) General Mills' plans to build a more agile organization by streamlining support functions by allowing for more fluid use of resources and idea sharing around the world, enhancing e-commerce know-how to capture more growth in this emerging channel.

D) Yahoo!'s created extreme stretch goals to return that company to profitability and raise its stock price.

E) TOMS Shoes' one-for-one model builds the cost of giving away a pair of shoes into the price of each pair it sells, enabling the company to make a profit while still giving away shoes to the needy.

43) Functional strategies

A) specify what actions a company should take to resolve specific strategic issues and problems.

B) concern the actions, approaches, and practices related to particular functions or processes within a business.

C) are concerned with how to unify the firm's several different operating strategies into a cohesive whole.

D) are normally crafted by the company's CEO and other senior executives.

E) are normally crafted by operating-level managers.

44) Functional-area strategies

A) are concerned with how to unify the firm's several different operating strategies into a cohesive whole.

B) specify how to build and strengthen the skills, expertise, and competencies needed to execute operating-level strategies successfully.

C) support and add power to the corporate-level strategy.

D) concern the actions, approaches, and practices to be employed in managing particular functions within a business.

E) are normally crafted by operating-level managers.

Strategic Management Text and Cases Edition 11 by Dess

45) You are the owner of the Voracious Vegetarian, a single-business healthy fast-food restaurant. What would be your company's strategy-making hierarchy?

A) business strategy, divisional strategies, and departmental strategies
B) business strategy, divisional strategy, and operating strategy
C) business strategy, functional strategies, and operating strategies
D) corporate strategy, divisional strategies, and departmental strategies
E) managerial strategy, business strategy, and divisional strategies

46) Operating strategies primarily entail

A) how best to implement and execute the company's different business-level strategies.
B) how best to carry out the company's corporate strategy.
C) how best to manage initiatives of strategic significance within each functional area.
D) the specific plans for building competitive advantage in each major department and operating unit.
E) what the firm's operating departments are doing and how they plan to unify the company's functional and business strategies.

47) Which of the following is not among the principal managerial tasks associated with managing the strategy execution process?

A) ensuring that policies and procedures facilitate rather than impede effective execution
B) creating a company culture and work climate conducive to successful strategy implementation and execution
C) surveying employees on how employee job satisfaction can be improved
D) exerting the internal leadership needed to drive implementation forward
E) tying rewards and incentives directly to the achievement of performance objectives

Strategic Management Text and Cases Edition 11 by Dess

48) Management is obligated to monitor new external developments, evaluate the company's progress, and make corrective adjustments in order to

A) determine whether the company has a balanced scorecard for judging its performance.
B) decide whether to continue or change the company's strategic vision, objectives, strategy and/or strategy execution methods.
C) determine what changes should be made to its customer value proposition.
D) determine whether the company's business model is well matched to changing market and competitive circumstances.
E) stay on track in achieving the company's mission and strategic vision.

49) A company's direction, objectives, and strategy

A) never have to be revisited, even if time pressures or internal conditions warrant.
B) are set in stone as the end of the planning process.
C) are primarily a now-and-then task.
D) are insulated from disruptive changes that a company might experience in its external environment.
E) are never final, as managing strategy is an ongoing, dynamic process.

50) Proficient strategy execution

A) directly involves only the CEO and board of directors of the firm.
B) is achieved unevenly, coming quickly in some areas and more slowly in others.
C) entails accomplishing desired outcomes and then examining what went right and what went wrong.
D) is an every-now-and-then task.
E) is always the product of much organizational learning.

Strategic Management Text and Cases Edition 11 by Dess

51) When things are not going well, the corrective adjustments that top executives need to make include

A) discerning whether or not to promote better achievement of strategic performance targets ahead of financial performance targets.

B) deciding whether the company would be better off making adjustments that curtail the achievement of strategic objectives or that curtail the achievement of financial objectives.

C) knowing when to replace poorly performing subordinates and when to do a better job of coaching them to do the right things.

D) having the analytic skills to separate the problems due to a bad strategy from the problems due to bad strategy execution.

E) deciding when adjustments are needed and what adjustments to make.

52) You have been hired to oversee the strategy execution process at Venmo, a mobile payments subsidiary of PayPal. Your primary tasks would include

A) engendering a company culture and work climate that impedes successful strategy implementation and execution.

B) ensuring policies and procedures facilitate rather than impede effective execution.

C) surveying employees for their opinions about how to implement strategies for cost reductions and improvements in employee morale and job satisfaction.

D) exerting your power to drive implementation forward and improve on how the strategy is being executed.

E) taking punitive actions against those staff that are unable to achieve performance objectives.

Strategic Management Text and Cases Edition 11 by Dess

53) Crafting and executing a company's strategy is an ongoing, continuous process consisting primarily of
   - A) hiring outside consultants to execute any chosen strategy.
   - B) choosing employees who can support the strategy execution and strive for change.
   - C) effectively developing a strategic vision and mission, setting objectives, monitoring developments, evaluating performance, and initiating corrective adjustments in the company's vision, mission, objectives, and strategy.
   - D) developing a set of values to safeguard the company from criticism of its practices.
   - E) achieving financial performance outcomes on a regular, sustainable basis.

54) A "balanced scorecard" that includes both strategic and financial performance targets is a conceptually strong approach for judging a company's overall performance because
   - A) managers need to put roughly equal emphasis on short-term and long-term performance targets.
   - B) financial performance measures are lagging indicators that reflect the results of past decisions and organizational activities, whereas strategic performance measures are leading indicators of a company's future financial performance and business prospects.
   - C) managers need avoid strategic management processes that reflect the results of past decisions and organizational activities.
   - D) equal emphasis on good strategy execution and good business model execution is an attribute of the most highly successful companies.
   - E) managers typically forget to put *equal* emphasis on financial and strategic objectives.

Strategic Management Text and Cases Edition 11 by Dess

55) Siemens AG, Hilton Hotels, Wells Fargo Bank, Ann Taylor Stores, and Ford Motor Company are examples of companies that have adopted the balanced scorecard in order to

A) balance the pursuit of good bottom-line profit against the pursuit of nonprofit objectives (although achieving profitability targets is nearly always given greater emphasis).
B) set both financial and strategic objectives and putting balanced emphasis on their achievement.
C) prevent the pursuit of strategic objectives from dominating the pursuit of financial objectives.
D) put *equal* emphasis on the achievement of financial objectives, strategic objectives, and social responsibility objectives.
E) preclude the drive for achieving financial objectives from weakening the attention paid to social responsibility, community citizenship, and other worthy goals.

56) In spring 2022, the CEO of Delta Airlines, a major international air carrier, was contending with an uncertain rebound in business passenger traffic, while in the meantime fuel prices and labor costs are expected to rise in 2022. Meanwhile, a passenger boycott was looming because the company is located in Georgia, a U.S. state that has recently passed new restrictive voting laws. Which of the following statements best expresses how Delta Airlines should proceed to balance its goal of increasing shareholder value with its mission that states, "We employees, customers, and community partners together form a force for positive local and global change, dedicated to bettering standards of living and the environment where we and our customers live and work"?

A) Delta needs to balance its pursuit of financial objectives against the pursuit of its strategic objectives.
B) Delta needs to balance its pursuit of financial objectives against its company values such as fair treatment, integrity, ethical behavior, innovativeness, teamwork, top-notch quality, superior customer service, social responsibility, and community citizenship.
C) Delta needs to balance the pursuit of its business purpose/mission against the pursuit of its strategic vision.
D) Delta needs to decide whether it will emphasize stock price appreciation or higher dividend payments to shareholders.

Strategic Management Text and Cases Edition 11 by Dess

E) Delta needs to decide whether it will put more emphasis on the achievement of short-term performance targets or long-range corporate social responsibility targets.

57) You have been hired as a strategic planning manager by Brad Black and Susan Griffin-Black, cofounders and top managers of one of the last remaining large independently-owned organic beauty companies, EO Products. What business strategy could the partners use to strengthen EO Products' market position and build a competitive advantage over its rivals?

A) Work with business unit heads to strengthen the EO Products' market position by improving the performance of a single line of business unit.
B) Improve the combined performance of the set of businesses EO Products has diversified into by capturing cross-business synergies.
C) Address the questions of what businesses EO Products should hold or divest.
D) Grow EO Products by acquisition, creation of a strategic alliance, or through internal development.
E) Provide guidance to EO Products towards which new markets to enter, and how to best enter these new markets.

58) CrossFit operates on an affiliate model in which individual gyms—referred to as *boxes*—pay to affiliate with CrossFit HQ, which, in turn, provides certain benefits such as training, certification, resources, and qualifications for elite-level sporting events. During late spring 2020, CrossFit HQ and its founder-CEO, Greg Glassman, came under pressure from some of its sponsors and affiliates for not speaking out about important social issues related to civil rights and racial equality, with questions about where the company and its leader stood on the issue of protests that were at the time underway across the United States and in other parts of the world. As a result, many sponsors and affiliates cut ties with CrossFit. Who should oversee CrossFit's response strategy?

A) The response should be a team effort, involving managers and often key employees at many levels of the organization.
B) Greg Glassman, CrossFit's chief executive officer should oversee the strategy.
C) CrossFit's chief strategic planning officer, who should report directly to the company's CEO and board of directors. should oversee the response.
D) Because each CrossFit manager has a strategy-making role (ranging from major to minor) for his or her area of responsibility, each should oversee the response strategy.

Strategic Management Text and Cases Edition 11 by Dess

E) CrossFit's board of directors should oversee the response to approve or disapprove of the strategy formulated and proposed by the company's management.

59) The strategy-making hierarchy in a diversified company like the Alibaba Group, an e-commerce giant based in China, consists of
   A) corporate strategy, business strategies, functional strategies, and operating strategies.
   B) business strategies, functional strategies, and operating strategies.
   C) its diversification strategy, its line of business strategies, and its operating strategies.
   D) corporate strategy and a group of business strategies (one for each line of business the corporation has diversified into).
   E) corporate or managerial strategy, a set of business strategies, and divisional strategies within each business.

60) Crafting and executing a company's strategy is an ongoing, continuous process that necessitates
   A) hiring outside consultants to execute any chosen strategy and make coordinated choices about the complete strategy landscape.
   B) choosing employees who can support the strategy execution and strive for change.
   C) effectively developing a strategic vision and mission, setting objectives, evaluating performance, and making coordinated choices about the complete strategy landscape
   D) developing a set of values to safeguard the company from criticism of its practices.
   E) achieving financial performance outcomes on a regular, sustainable basis regardless of changing conditions in the complete strategy landscape.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

61) What are the five stages of the strategy formulation, strategy execution process and what does each stage involve?

Strategic Management Text and Cases Edition 11 by Dess

62) Define and briefly explain what is meant by each of the following terms:
    a. strategic inflection point
    b. strategic vision
    c. strategic objective
    d. strategic plan
    e. balanced scorecard

63) A well-conceived strategic vision helps prepare a company for the future. True or false? Explain and justify your answer.

64) Explain why an organization needs a strategic vision. What purpose does a strategic vision serve?

65) What is the difference between a mission statement and a strategic vision?

66) What is the meaning of the term "balanced scorecard"? What are the merits of using a balanced scorecard in judging a company's performance?

67) What are the two types of objectives included in the balanced scorecard? Define and provide five examples of each.

68) The achievement of financial objectives tends to be a lagging indicator of a company's performance while the achievement of strategic objectives tends to be a leading indicator of a company's future financial performance. True or false? Support and explain your answer.

69) Explain why a company's strategy is really a bundle of strategies.

Strategic Management Text and Cases Edition 11 by Dess

70) A single-business company has three levels of strategy. Name and describe each level.

71) Identify and briefly explain four actions that top executives can take that are key elements in directing organizational action and building capabilities behind the drive for good strategy execution to meet or beat performance targets.

72) Identify and briefly explain three actions that top executives can take to help instill a spirit of high achievement into the corporate culture and mobilize organizational energy behind the drive for good strategy execution and operating excellence.

73) Effective strategic planning is *not* about eliminating risks, but instead increasing the odds of success. True or false? Explain.

74) Effective strategic planning is not about eliminating risks, but instead increasing the odds of success. True or false? Explain.

75) Compare and contrast the strategy-making task for a diversified multibusiness purveyor of luxury products in fashion, jewelry, luggage, and alcoholic beverages such as LVMH as opposed to a single-business company such as GemX, a private jewelry social club.

76) Brad Black and Susan Griffin-Black are cofounders and top managers of one of the last large independently-owned organic beauty companies, EO Products. Explain the strategy the partners could use to strengthen EO Products' market position and build a competitive advantage over its rivals. Differentiate between a business strategy and a corporate strategy.

Strategic Management Text and Cases Edition 11 by Dess

Answer Key

Test name: Chapter 02

1) E

Ideally, a company mission statement (1) identifies the company's products and/or services, (2) specifies the buyer needs that the company seeks to satisfy and the customer groups or markets that it serves, and (3) gives the company its own identity. The usefulness of a mission statement that cannot convey the essence of a company's business activities and purpose is unclear.

2) B

Figure 2.1 displays the five-stage process: (1) developing a strategic vision, (2) setting objectives, (3) crafting strategy, (4) implementing and executing the chosen strategy, and (5) evaluating and analyzing the external environment and the company's internal situation and performance.

3) E

The process of crafting and executing a company's strategy, as depicted in Figure 2.1, is an ongoing, continuous process consisting of five interrelated stages: (1) developing a strategic vision that charts the company's long-term direction; (2) setting objectives for measuring the company's performance and tracking its progress in moving in the intended long-term direction; (3) crafting a strategy for advancing the company along the path management has charted and achieving its performance objectives; (4) executing the chosen strategy efficiently and effectively; and (5) monitoring developments, evaluating performance, and initiating corrective adjustments in the company's vision and mission statement, objectives, strategy, or approach to strategy execution in light of actual experience, changing conditions, new ideas, and new opportunities.

4) E

Figure 2.1 displays the five-stage process. The first step is developing a strategic vision, mission, and values.

5) C

Figure 2.1 displays the five-stage process and Table 2.1 describes it in detail. Management's decisions that are made in the strategic management process are shaped by the prevailing economic conditions and competitive environment and the company's own internal resources and competitive capabilities.

6) E

Strategic Management Text and Cases Edition 11 by Dess

See Concepts & Connections 2.2. Most companies have articulated four to eight core values that company personnel are expected to display and that are supposed to be mirrored in how the company conducts its business. The core values thus become an integral part of the company's DNA and what makes the company tick. By ingraining the mission in the company's business model, TOMS has been able to truly live up to its founder, Blake Mycoskie's, aspiration of a mission with a company, funding giving through a for-profit business. TOMS even ensured that its mission and supporting business model would never change; when Mycoskie sold 50 percent of the company to Bain Capital in 2014, part of the transaction protected the one-for-one business model forever. TOMS is a successful example of a company that proves a commitment to its core values can spur both revenue growth and giving back.

7) C

Management's decisions that are made in the strategic management process are shaped by the prevailing economic conditions and competitive environment and the company's own internal resources and competitive capabilities as shown in Figure 2.1, The Strategy and Formulation, Strategy Execution Process, and described in detail in Table 2.1, Factors Shaping Decisions in the Strategy Formulation, Strategy Execution Process.

8) B

The evaluation stage of the strategic management process (as shown in Figure 2.1) also allows for a change in the company's vision, but this should be necessary only when it becomes evident to management that the industry has changed in a significant way that renders its vision obsolete. Such occasions can be referred to as strategic inflection points. When a company reaches a strategic inflection point, management has tough decisions to make about the company's direction because abandoning an established course carries considerable risk.

9) B

The first three stages of the strategic management process—(1) developing a strategic vision, (2) setting objectives, and (3) crafting strategy—comprise a strategic plan. A strategic plan maps out where a company is headed, establishes strategic and financial targets, and outlines the competitive moves and approaches to be used in achieving the desired business results.

10) C

The process consists of the five steps outlined in Figure 2.1. Management's decisions that are made in the strategic management process are shaped by the prevailing economic conditions and competitive environment and the company's own internal resources and competitive capabilities, also shown in Figure 2.1 and described in detail in Table 2.1.

11) A

Strategic Management Text and Cases Edition 11 by Dess

Top management's views about the company's direction and future product-customer-market-technology focus constitute a strategic vision for the company. A clearly articulated strategic vision communicates management's aspirations to stakeholders about "where we are going" and helps steer the energies of company personnel in a common direction.

12) A
Top management's views about the company's direction and future product-customer-market-technology focus constitute a strategic vision for the company. A clearly articulated strategic vision communicates management's aspirations to stakeholders about "where we are going" and helps steer the energies of company personnel in a common direction.

13) B
Top management's views about the company's direction and future product-customer-market-technology focus constitute a strategic vision for the company. A clearly articulated strategic vision communicates management's aspirations to stakeholders about "where we are going" and helps steer the energies of company personnel in a common direction.

14) E
Top management's views about the company's direction and future product-customer-market-technology focus constitute a strategic vision for the company. A clearly articulated strategic vision communicates management's aspirations to stakeholders about "where we are going" and helps steer the energies of company personnel in a common direction.

15) E
As shown in Table 2.2, for a strategic vision to function as a valuable managerial tool, it must provide understanding of what management wants its business to look like and provide managers with a reference point in making strategic decisions. It must say something definitive and specific about how the company's leaders intend to position the company beyond where it is today.

16) A
From Table 2.2, it is evident that an effectively worded vision statement is graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. A surprising number of the vision statements found on company websites and in annual reports are vague and unrevealing, saying very little about the company's future product-market-customer-technology focus.

17) D

Strategic Management Text and Cases Edition 11 by Dess

From Table 2.2 and the company vision statement examples provided in Concepts & Connections 2.1, it is evident that an effectively worded vision statement is aspirational, graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. While consensus among stakeholders is helpful to adopting a vision statement, crafting that statement is in the purview of top managers.

18) B
A company needs to strike a balance between its pursuit of shareholder wealth maximization with its values, such as fair treatment, honor and integrity, ethical behavior, innovativeness, teamwork, a passion for top-notch quality or superior customer service, social responsibility, and community citizenship.

19) A
From Table 2.3, it is evident that an ineffectively worded vision statement is not forward-looking, too broad, bland or uninspiring, not distinctive, and overly reliant on superlatives.

20) A
The defining characteristic of a well-conceived strategic vision is what it says about the company's future strategic course—"where we are headed and what our future product-customer-market-technology focus will be." Vision statements galvanize action among company personnel. Alternatively, mission statements of most companies say much more about the enterprise's present business scope and purpose—"why we exist."

21) E
A well-thought-out, forcefully communicated strategic vision pays off in several respects: (1) It crystallizes senior executives' own views about the firm's long-term direction; (2) It reduces the risk of rudderless decision making by management at all levels; (3) It is a tool for winning the support of employees to help make the vision a reality; (4) It provides a beacon for lower-level managers in forming departmental missions; and (5) It helps an organization prepare for the future.

22) A
Mission statements of most companies say much more about the enterprise's present business scope and purpose—"why we exist."

23) E

Strategic Management Text and Cases Edition 11 by Dess

Mission statements of most companies say much more about the enterprise's present business scope and purpose—"why we exist." A well-conceived mission statement should employ language specific enough to give the company its own identity. A mission statement that provides scant indication of "who we are and what we do" has no apparent value.

24) A
The defining characteristic of a well-conceived strategic vision is what it says about the company's future strategic course—"where we are headed and what our future product-customer-market-technology focus will be." Vision statements galvanize action among company personnel. Alternatively, mission statements of most companies say much more about the enterprise's present business scope and purpose—"why we exist."

25) D
A company's values are the beliefs, traits, and behavioral norms that company personnel are expected to display in conducting the company's business and pursuing its strategic vision and mission.

26) C
Many companies have developed a statement of values (sometimes called core values) to guide the actions and behavior of company personnel in conducting the company's business and pursuing its strategic vision and mission. These values are the designated beliefs and desired ways of doing things at the company, and frequently relate to such things as fair treatment, honor and integrity, ethical behavior, innovativeness, teamwork, a passion for excellence, social responsibility, and community citizenship.

27) C
St. Jude's Children's Research Hospital and Tom's Shoes, which are cited as examples n the chapter, have developed mission statements (reflecting core values) to guide the actions and behavior of company personnel in conducting the company's business and pursuing its strategic vision. These values are the designated beliefs and desired ways of doing things, and frequently relate to such things as improving people's lives, fair treatment, honor and integrity, ethical behavior,, a passion for excellence, social responsibility, and community citizenship. Neither of these notable organizations include minimizing innovation, rewarding individuality, and setting financial performance targets in their mission statements.

28) E

Strategic Management Text and Cases Edition 11 by Dess

The managerial purpose for setting financial and strategic objectives such as those listed in Table 2.4 is to convert the strategic vision into specific performance targets. Well-stated objectives are quantifiable, or measurable, and contain a deadline for achievement.

29) B
The importance of attaining financial objectives is intuitive. Without adequate profitability and financial strength, a company's long-term health and ultimate survival is jeopardized. Furthermore, subpar earnings and a weak balance sheet alarm shareholders and creditors and put the jobs of senior executives at risk.

30) D
Without adequate profitability and financial strength, a company's long-term health and ultimate survival is jeopardized. Furthermore, subpar earnings and a weak balance sheet alarm shareholders and creditors and put the jobs of senior executives at risk.

31) B
The balanced scorecard approach is a widely used method for balancing both strategic and financial objectives, tracking their achievement, and giving management a more complete and balanced view of how well an organization is performing.

32) A
In contrast to strategic objectives, which are leading indicators of a company's market standing and competitive vitality, a company's financial objectives are really lagging indicators that reflect the results of past decisions and organizational activities.

33) B
Long-term objectives serve as a barrier to an undue focus on short-term results by nearsighted management. When trade-offs have to be made between achieving long- and short-run objectives, long-run objectives should take precedence (unless the achievement of one or more short-run performance targets has unique importance).

34) E
Well-stated objectives must be *specific, quantifiable* or *measurable,* and *challenging,* and must contain a *deadline for achievement.*

35) B
Objective setting does not stop with the establishment of companywide performance targets but needs to be broken into performance targets for each of the organization's separate businesses, product lines, functional departments, and individual work units. This is necessary to guide employees within various functional areas and operating levels via narrow objectives relating directly to their departmental activities, rather than broad organizational-level goals.

36) A

Strategic Management Text and Cases Edition 11 by Dess

Objective setting does not stop with the establishment of companywide performance targets but needs to be broken into performance targets for each of the organization's separate businesses, product lines, functional departments, and individual work units. This is necessary to guide employees within various functional areas and operating levels via narrow objectives relating directly to their departmental activities, rather than broad organizational-level goals.

37) D

Examples of well-stated financial objectives may include: an x percent increase in annual revenues; annual increases in after-tax profits of x percent; annual increases in earnings per share of x percent; annual dividend increases of x percent; profit margins of x percent; an x percent return on capital employed (ROCE) or return on shareholders' equity (ROE) investment; increased shareholder value in the form of an upward-trending stock price; bond and credit ratings of x; internal cash flows of x dollars to fund new capital investment, and so forth.

38) A

As stated in the text, the task of stitching a strategy together entails addressing a series of "hows": how to attract and please customers, how to compete against rivals, how to position the company in the marketplace and capitalize on attractive opportunities to grow the business, how best to respond to changing economic and market conditions, how to manage each functional piece of the business, and how to achieve the company's performance targets.

39) A

Crafting a strategy is a collaborative team effort that includes managers in various positions and at various organizational levels. Crafting a strategy is rarely something only high-level executives perform.

40) D

As shown in Figure 2.2, corporate strategy is orchestrated by the CEO and other senior executives, and establishes an overall game plan for managing a set of businesses in a diversified, multibusiness company. Corporate strategy addresses the questions of how to capture cross-business synergies, what businesses to hold or divest, which new markets to enter, and how to best enter new markets—by acquisition, by creation of a strategic alliance, or through internal development.

41) A

Strategic Management Text and Cases Edition 11 by Dess

Business strategy is primarily concerned with building competitive advantage in a single business unit of a diversified company or strengthening the market position of a nondiversified single-business company.

42) D
To ascertain the exemplary objective-setting examples set by TOMS Shoes, Jet Blue, lululemon, and General Mills, see Concepts & Connections 2.2 and 2.3 in Chapter 2, as those contain well-stated organizational objectives in detail. The text makes clear that Yahoo!'s extreme stretch goals did not necessarily return the company to greatness under CEO Marissa Mayer.

43) B
Functional-area strategies (as shown in Figure 2.2, "A Company's Strategy-Making Hierarchy") concern the detailed actions and game plan(s) related to particular functions or processes within a business.

44) D
Functional-area strategies (as shown in Figure 2.2, "A Company Strategy-Making Hierarchy") concern the detailed actions and game plan(s) related to particular functions or processes within a business. Particular functions or processes within a business may include research and development (R&D), production, procurement of inputs, sales and marketing, distribution, customer service, and finance.

45) C
In single-business companies, the corporate and business levels of the strategy-making hierarchy merge into a single level—business strategy—because the strategy for the entire enterprise involves only one distinct business. So, a single-business company has three levels of strategy: business strategy, functional-area strategies, and operating strategies.

46) C
Operating strategies concern the relatively narrow strategic initiatives and approaches for managing key operating units (plants, distribution centers, geographic units) and specific operating activities (for example, materials purchasing or Internet sales).

47) C
Good strategy execution entails that managers pay careful attention to how key internal business processes are performed and see to it that employees' efforts are directed toward the accomplishment of desired operational outcomes.

48) B
A company's direction, objectives, and strategy have to be revisited any time external or internal conditions warrant. A company's vision, objectives, strategy, and approach to strategy execution are never final; managing strategy is an ongoing process, not an every-now-and-then task.

49) E

Strategic Management Text and Cases Edition 11 by Dess

A company's direction, objectives, and strategy have to be revisited any time external or internal conditions warrant. A company's vision, objectives, strategy, and approach to strategy execution are never final; managing strategy is an ongoing process, not an every-now-and-then task.

50) E
Good strategy execution entails that managers pay careful attention to how key internal business processes are performed and see to it that employees' efforts are directed toward the accomplishment of desired operational outcomes. The task of implementing and executing the strategy also necessitates an ongoing analysis of the efficiency and effectiveness of a company's internal activities and a managerial awareness of new developments that might improve business processes.

51) E
The task of implementing and executing the strategy necessitates an ongoing analysis of the efficiency and effectiveness of a company's internal activities as well as a managerial awareness of new developments that might improve (or impede) business processes. Top-notch strategy execution entails vigilance: deciding when adjustments are needed and what adjustments to make.

52) B
Managing the strategy execution process includes the following principal aspects: creating a strategy-supporting structure; staffing the organization to obtain needed skills and expertise; developing and strengthening strategy-supporting resources and capabilities; allocating ample resources to the activities critical to strategic success; ensuring that policies and procedures facilitate effective strategy execution; organizing the work effort along the lines of best practice; installing information and operating systems that enable company personnel to perform essential activities; motivating people and tying rewards directly to the achievement of performance objectives; creating a company culture conducive to successful strategy execution; and exerting the internal leadership needed to propel implementation forward.

53) C

Strategic Management Text and Cases Edition 11 by Dess

The process of crafting and executing a company's strategy is an ongoing, continuous process consisting of five interrelated stages: (1) developing a strategic vision that charts the company's long-term direction; (2) setting objectives for measuring the company's performance and tracking its progress in moving in the intended long-term direction; (3) crafting a strategy for advancing the company along the path management has charted and achieving its performance objectives; (4) executing the chosen strategy efficiently and effectively; and (5) monitoring developments, evaluating performance, and initiating corrective adjustments in the company's vision and mission statement, objectives, strategy, or approach to strategy execution in light of actual experience, changing conditions, new ideas, and new opportunities.

54) B

A company's financial performance measures are really lagging indicators that reflect the results of past decisions and organizational activities. But a company's past or current financial performance is not a reliable indicator of its future prospects—poor financial performers often turn things around and do better, while good financial performers can fall upon hard times. The best and most reliable leading indicators of a company's future financial performance and business prospects are strategic outcomes that indicate whether the company's competitiveness and market position are stronger or weaker.

55) B

The balanced scorecard is a widely used method for combining the use of both strategic and financial objectives, tracking their achievement, and giving management a more complete and balanced view of how well an organization is performing. Merely tracking a company's financial performance overlooks the fact that what ultimately enables a company to deliver better financial results is the achievement of strategic objectives that improve its competitiveness and market strength. The two types of objectives included in the balanced scorecard are strategic (e.g., market share, customer retention, customer satisfaction, customer acquisition, new product introduction, reduction of product development cycles, etc.) and financial (e.g., annual percent increases in sales and earnings per share, returns on capital employed, increases in internal cash flows for investment, and improved credit ratings).

56) B

A company needs to strike a balance between its pursuit of shareholder wealth maximization with its values, such as fair treatment, honor and integrity, ethical behavior, innovativeness, teamwork, a passion for top-notch quality or superior customer service, social responsibility, and community citizenship.

57) A

See Figure 2.2. The text explains the difference between a business strategy and a corporate strategy. Business strategy is concerned with strengthening the market position, building competitive advantage, and improving the performance of a single line of business unit. Business strategy is primarily the responsibility of business unit heads, although corporate-level executives may well exert strong influence. Corporate strategy concerns how to improve the combined performance of the set of businesses the company has diversified into by capturing cross-business synergies and turning them into competitive advantage. It addresses the questions of what businesses to hold or divest, which new markets to enter, and how to best enter new markets (by acquisition, creation of a strategic alliance, or through internal development, for example). It is orchestrated by the CEO and other senior executives and establishes an overall strategy for managing a set of businesses in a diversified, multibusiness company.

58) E

Although senior managers have the lead responsibility for crafting and executing a company's strategy, it is the duty of a company's board of directors to exercise strong oversight and see that management performs the various tasks involved in each of the five stages of the strategy-making, strategy-executing process in a manner that best serves the interests of shareholders and other stakeholders. Glassman was subsequently forced out as CEO, in part due to his initial lack of response and later, his insensitive responses via Twitter. Glassman sold his gym business to a Colorado technology executive in late June 2020.

59) A

In diversified companies like Alibaba Group, where multiple and sometimes strikingly different businesses have to be managed, crafting a full-fledged strategy involves four distinct types of strategic actions and initiatives. Each of these involves different facets of the company's overall strategy—corporate, business, functional-area, and operating—and calls for the participation of different types of managers.

60) C

Strategic Management Text and Cases Edition 11 by Dess

The process of crafting and executing a company's strategy is an ongoing, continuous process consisting of five interrelated stages: (1) developing a strategic vision that charts the company's long-term direction; (2) setting objectives for measuring the company's performance and tracking its progress in moving in the intended long-term direction; (3) crafting a strategy for advancing the company along the path management has charted and achieving its performance objectives; (4) executing the chosen strategy efficiently and effectively; and (5) monitoring developments, evaluating performance, and initiating corrective adjustments in the company's vision and mission statement, objectives, strategy, or approach to strategy execution in light of actual experience, changing conditions, new ideas, and new opportunities. Strategy makers must make coordinated choices about the *complete strategy landscape*. Long-term competitive advantage requires consideration of the external environment and internal situation, the business model, competitive positioning, key implementation approaches, and resource development and deployment.

61) Short Answer

The five stages are provided in the feedback. The managerial process of crafting and executing a company's strategy is an ongoing, continuous process consisting of five integrated stages: (1) developing a strategic vision, (2) setting objectives, (3) crafting strategy, (4) implementing and executing the chosen strategy, and (5) evaluating and analyzing the external environment and the company's internal situation and performance.

62) Short Answer

Students should be able to outline these particular aspects of the first three stages of the five-stage strategy formulation and execution process as depicted in Figure 2.1: (1) developing a strategic vision, (2) setting objectives, and (3) crafting a strategy.
Strategic inflection point: the point at which the industry has changed to such a degree that the company's vision is obsolete. Examples will vary.
Strategic vision: top management's views about the company's direction and future product-customer-market-technology focus. Examples will vary.
Strategic objective: an organization's performance targets. Examples will vary.
Strategic plan: maps out where a company is headed, establishes strategic and financial targets, and outlines the competitive moves and approaches to be used in achieving the desired business results. Examples will vary.
Balanced scorecard: system used to see that financial objectives and strategic objectives are balanced. Examples will vary.

63) Short Answer

Strategic Management Text and Cases Edition 11 by Dess

True. Developing a strategic vision is necessarily future-oriented in that it charts a company's long-term direction.

64) Short Answer
A clearly articulated strategic vision communicates management's aspirations to stakeholders about "where we are going" and helps steer the energies of company personnel in a common direction. The defining characteristic of a well-conceived strategic vision is what it says about the company's future strategic course: "where we are headed and what our future product-customer-market-technology focus will be."

65) Short Answer
The defining characteristic of a well-conceived strategic vision is what it says about the company's future strategic course: "where we are headed and what our future product-customer-market-technology focus will be." The mission statements of most companies say much more about the enterprise's present business scope and purpose: "why we exist."

66) Short Answer
The balanced scorecard is a widely used method for combining the use of both strategic and financial objectives, tracking their achievement, and giving management a more complete and balanced view of how well an organization is performing. Merely tracking a company's financial performance overlooks the fact that what ultimately enables a company to deliver better financial results is the achievement of strategic objectives that improve its competitiveness and market strength.

67) Short Answer
The balanced scorecard is a widely used method for combining the use of both strategic and financial objectives, tracking their achievement, and giving management a more complete and balanced view of how well an organization is performing. The two types of objectives included in the balanced scorecard are strategic (e.g., market share, customer retention, customer satisfaction, customer acquisition, new product introduction, reduction of product development cycles, etc.) and financial (e.g., annual percent increases in sales and earnings per share, returns on capital employed, increases in internal cash flows for investment, and improved credit ratings).

68) Short Answer

In contrast to strategic objectives, which are leading indicators of a company's market standing and competitive vitality, a company's financial objectives are really lagging indicators that reflect the results of past decisions and organizational activities. The results of past decisions and organizational activities are often unreliable indicators of a company's future prospects. Companies that have been poor financial performers are sometimes able to turn things around, and good financial performers on occasion fall upon hard times. Hence, the best and most reliable predictors of a company's success in the marketplace and future financial performance are strategic objectives.

69) Short Answer
Crafting a strategy is a collaborative team effort that includes managers in various positions and at various organizational levels, involving corporate strategies (in multibusiness firms), business strategies (by division or in single-business firms), functional strategies, and operating strategies.

70) Short Answer
The three levels of strategy are provided in Feedback.
A single-business company has three levels of strategy: business strategy, functional-area strategies, and operating strategies.

71) Short Answer
Management's action agenda for executing the chosen strategy emerges from assessing what the company will have to do to achieve the targeted financial and strategic performance. In most situations, managing the strategy execution process includes the following principal aspects:

- Creating a strategy-supporting structure
- Staffing the organization to obtain needed skills and expertise
- Developing and strengthening strategy-supporting resources and capabilities
- Allocating ample resources to the activities critical to strategic success
- Ensuring that policies and procedures facilitate effective strategy execution
- Organizing the work effort along the lines of best practice
- Installing information and operating systems that enable company personnel to perform essential activities
- Motivating people and tying rewards directly to the achievement of performance objectives
- Creating a company culture conducive to successful strategy execution
- Exerting the internal leadership needed to propel implementation forward

72) Short Answer

Strategic Management Text and Cases Edition 11 by Dess

Each company manager has to think through the answer to the question "What needs to be done in my area to execute my piece of the strategic plan, and what actions should I take to get the process under way?" How much internal change is needed depends on how much of the strategy is new, how far internal practices and competencies deviate from what the strategy requires, and how well the present work culture supports good strategy execution. In most situations, managing the strategy execution process includes the following principal aspects:

- Creating a strategy-supporting structure
- Staffing the organization to obtain needed skills and expertise
- Developing and strengthening strategy-supporting resources and capabilities
- Allocating ample resources to the activities critical to strategic success
- Ensuring that policies and procedures facilitate effective strategy execution
- Organizing the work effort along the lines of best practice
- Installing information and operating systems that enable company personnel to perform essential activities
- Motivating people and tying rewards directly to the achievement of performance objectives
- Creating a company culture conducive to successful strategy execution
- Exerting the internal leadership needed to propel implementation forward

73) Short Answer
True. In choosing among opportunities and addressing the *hows* of strategy, strategists must embrace the risks of uncertainty and the discomfort that naturally accompanies such risks. Fast changing business environments demand astute entrepreneurship searching for opportunities to do new things or to do existing things in new or better ways. Bold strategies involve making difficult choices and placing bets on the future. The faster a company's business environment is changing, the more critical it becomes for its managers to be good entrepreneurs in diagnosing the direction and force of the changes underway and in responding with timely adjustments in strategy. Strategy makers have to pay attention to early warnings of future change and be willing to experiment with dare-to-be-different ways to establish a market position in that future. When obstacles appear unexpectedly in a company's path, it is up to management to adapt rapidly and innovatively. Masterful strategies come from doing things differently from rivals where it counts, such as being more imaginative, adapting faster rather than running with the herd, and out-innovating them. Good strategy-making is therefore inseparable from good business entrepreneurship. One cannot exist without the other.

74) Short Answer

True. In choosing among opportunities and addressing the *hows* of strategy, strategists must embrace the risks of uncertainty and the discomfort that naturally accompanies such risks. Fast changing business environments demand astute entrepreneurship searching for opportunities to do new things or to do existing things in new or better ways. Bold strategies involve making difficult choices and placing bets on the future. The faster a company's business environment is changing, the more critical it becomes for its managers to be good entrepreneurs in diagnosing the direction and force of the changes underway and in responding with timely adjustments in strategy. Strategy makers have to pay attention to early warnings of future change and be willing to experiment with dare-to-be-different ways to establish a market position in that future. When obstacles appear unexpectedly in a company's path, it is up to management to adapt rapidly and innovatively. Masterful strategies come from doing things differently from rivals where it counts, such as being more imaginative, adapting faster rather than running with the herd, and out-innovating them. Good strategy-making is therefore inseparable from good business entrepreneurship. One cannot exist without the other.

75) Short Answer

In diversified, multibusiness companies such as LVMH, the strategy-making task involves four distinct types or levels of strategy: corporate strategy for the company as a whole, business strategy (one for each business the company has diversified into), functional-area strategies within each business, and operating strategies. A single-business enterprise like GemX has three levels of strategy: business strategy for the company as a whole, functional-area strategies (e.g., marketing, IT, logistics), and operating strategies (for key operating units, such as order processing and fulfillment or member services).

76) Short Answer

Business strategy is concerned with strengthening the market position, building competitive advantage, and improving the performance of a single line of business unit. Business strategy is primarily the responsibility of business unit heads, although corporate-level executives may well exert strong influence.

Corporate strategy concerns how to improve the combined performance of the set of businesses the company has diversified into by capturing cross-business synergies and turning them into competitive advantage. It addresses the questions of what businesses to hold or divest, which new markets to enter, and how to best enter new markets (by acquisition, creation of a strategic alliance, or through internal development, for example). It is orchestrated by the CEO and other senior executives and establishes an overall strategy for managing a set of businesses in a diversified, multibusiness company.

Chapter 2 Lecture Note

Strategy, Formulation, Execution, and Governance

Chapter Summary

Chapter 2 presents an overview of the managerial tasks associated with developing and executing company strategies. Special attention is given to the importance of a clear vision for the company and the strategic and financial objectives that will guide the way. The importance of setting objectives at all levels of the organization is explored along with the role of operating excellence in the successful execution of strategy.

Lecture Outline

I. The Strategy Formulation, Strategy Execution Process

Connect Activity

Consider adding a LearnSmart assignment requiring the student to review this section of the chapter as an interactive question and answer review. The assignment can be graded and posted automatically.

1. Crafting and executing a company's strategy is an ongoing process with five integrated phases:

   a. Developing a strategic vision that charts the company's long-term direction, a mission statement that describes the company's business, and a set of core values to guide the pursuit of the strategic vision and mission.
   b. Setting objectives for measuring the company's performance and tracking its progress in moving in the intended long-term direction.
   c. Crafting a strategy for advancing the company along the path to management's envisioned future and achieving its performance objectives.
   d. Implementing and executing the chosen strategy efficiently and effectively.
   e. Evaluating and analyzing the external environment and the company's internal situation and performance to identify corrective adjustments that are needed in the company's long-term direction, objectives, strategy, or approach to strategy execution.

2. **Figure 2.1, The Strategy Formulation, Strategy Execution Process,** displays this five-stage process, and the need for management to evaluate the company's performance on an ongoing basis.

3. **Table 2.1**, **Factors Shaping Decisions in the Strategy Formulation, Strategy Execution Process**, exhibits the external and internal considerations that come into play in the strategic management process.

4. The evaluation stage of the strategic management process shown in Figure 2.1 also allows for a change in the company's vision when it becomes evident to management that the industry has changed and rendered its vision obsolete. Such occasions can be referred to as **strategic inflection points**.

5. The first three stages of the strategic management process make up a strategic plan.

CORE CONCEPT

A company's strategic plan lays out its future direction, performance targets, and strategy.

II. Stage 1: Developing a Strategic Vision, a Mission, and Core Values

Connect Activity

Consider adding a LearnSmart assignment requiring the student to review this section of the chapter as an interactive question and answer review. The assignment can be graded and posted automatically.

LO 2-1

Understand why it is critical for company managers to have a clear strategic vision of where a company needs to head and why.

A. The Vision Statement

1. Top management's views about the company's direction and future product-customer-market-technology focus are shaped by its views of the external industry and competitive environment and the internal situation and constitute a strategic vision for the company.

2. Well-conceived visions are *distinctive* and *specific* to a particular organization; they avoid generic, feel-good statements. A clearly articulated strategic vision communicates management's aspirations to stakeholders about "where we are going" and helps steer the energies of company personnel in a common direction.

CORE CONCEPT

A **strategic vision** describes "where we are going"—the course and direction management has charted and the company's future product customer-market-technology focus.

3. For a strategic vision to function as a valuable managerial tool, it must provide understanding of what management wants its business to look like and provide managers with a reference point in making strategic decisions.

4. **Table 2.2, Characteristics of an Effectively Worded Vision Statement**, lists some characteristics of effective vision statements. For a strategic vision to function as a valuable managerial tool, it must provide understanding of what management wants its business to look like and provide managers with a reference point in making strategic decisions.

5. **Table 2.3, Common Shortcomings in Company Vision Statements**, provides a list of the most common shortcomings in company vision statements.

Connect Activity

Consider adding a File Attachment assignment requiring the student to develop a response to this Illustration Capsule. You can post instructions for the student within the assignment and collect their attachments for grading.

Concepts & Connections, 2.1: Examples of Strategic Visions—How Well Do They Measure Up?

Discussion Question: What appears to be missing from the Whole Foods vision statement presented in Capsule 2.1?

Answer: (1) Brevity: the statement is very long which makes it difficult to keep the attention of the audience. (2) Memorable: The statement cannot be easily reduced to a few choice lines or a one-phrase slogan.

Discussion Question: What is effective in the Nike vision statement presented in Capsule 2.1?

Answer: The statement is short, making it focused and memorable. The vision described is feasible and flexible.

6. The Importance of Communicating the Strategic Vision

   a. A strategic vision has little value to the organization unless it's effectively communicated down the line to lower-level managers and employees.
   b. One effective method is to expressing the essence of the vision in a slogan.
   c. A well-thought-out, forcefully communicated strategic vision pays off in several respects:

      (1) Crystallizes senior executives' own views about the firm's long-term direction
      (2) Reduces the risk of rudderless decision making by management at all levels
      (3) Is a tool for winning the support of employees to help make the vision a reality
      (4) Provides a beacon for lower-level managers in forming departmental missions
      (5) Helps an organization prepare for the future

7. An effectively communicated vision is a valuable management tool for enlisting the commitment of company personnel to engage in actions that move the company in the intended direction.

B. Developing a Company Mission Statement

1. The distinction between a **strategic vision** and a **mission statement** is fairly clear cut: A strategic vision portrays a company's *future strategic course* ("where we are going and what our focus will be") whereas a company's mission statement typically describes its *present business and purpose* ("who we are, what we do, and why we are here").

CORE CONCEPT

A well-conceived **mission statement** conveys a company's purpose in language specific enough to give the company its own identity.

2. Ideally, a company's mission statement is sufficiently descriptive to:

    a. Identify the company's products or services.
    b. Specify the buyer needs it seeks to satisfy.
    c. Specify the customer groups or markets it is endeavoring to serve.
    d. Give the company its own identity.

3. Occasionally, companies state that their mission is to simply earn a profit. This is misguided—profit is more correctly an *objective* and a *result* of what a company does.

C. Linking the Vision/Mission with Company Values

1. By **values or core values**, we mean the beliefs, traits, and ways of doing things that management has determined should guide the pursuit of its vision and mission.

CORE CONCEPT

A company's values are the beliefs, traits, and behavioral norms that company personnel are expected to display in conducting the company's business and pursuing its strategic vision and mission.

2. Company values statements tend to contain between four and eight values, which ideally, are tightly connected to and reinforce the company's vision, strategy, and operating practices.

3. The extent to which company values translate into actually living the values varies widely:

    a. At one extreme are companies with window-dressing values; the professed values are given lip service by top executives but have little discernible impact on either how company personnel behave or how the company operates.
    b. At the other extreme are companies whose executives are committed to grounding company operations on sound values and principled ways of doing business. Executives at these companies deliberately seek to ingrain the designated core values into the corporate culture—the core values thus become an integral part of the company's DNA and what makes it tick.

Connect Activity

Consider adding a File Attachment assignment requiring the student to develop a response to this Illustration Capsule. You can post instructions for the student within the assignment and collect their attachments for grading.

Concepts & Connections 2.2 Toms Shoes: Its Mission-Driven Business Model

Discussion Question: TOMS Shoes presents the following mission statement: *With every product you purchase, TOMS will help a person in need. One for One®* In what way is this mission ingrained in the company?

Answer: The student should be able to identify that since inception, TOMS Shoes has built the cost of giving away a pair of shoes into the price of each pair they sell. It is a core component of their business model and is expanded into new products as they go into the market place to include eye-ware, coffee, and backpacks. The mission is clearly and consistently communicated inside and outside the company.

III. Stage 2: Setting Objectives

Connect Activity

Consider adding a LearnSmart assignment requiring the student to review this section of the chapter as an interactive question and answer review. The assignment can be graded and posted automatically.

LO 2-2

Explain the importance of setting both strategic and financial objectives.

A. The Purpose of Setting Objectives

1. The managerial purpose of setting ***objectives*** is to convert the strategic vision into specific performance targets.

   a. They focus organizational attention and align actions throughout the organization
   b. They serve as yardsticks for tracking a company's performance and progress
   c. They motivate employees to expend greater effort and perform at a high level.

2. The Imperative of Setting Stretch Objectives: A company exhibits strategic intent when it relentlessly pursues an ambitious strategic objective by pushing the enterprise to be more inventive exhibit more urgency in improving financial performance and business position.

CORE CONCEPT

Objectives are an organization's performance targets—the results management wants to achieve.

Stretch objectives set performance targets high enough to stretch an organization to perform at its full potential and deliver the best possible results.

A company exhibits **strategic intent** when it relentlessly pursues an ambitious strategic objective, concentrating the full force of its resources and competitive actions on achieving that objective.

2. What Kinds of Objectives to Set: Two very distinctive types of performance yardsticks are required:

   a. Those relating to financial performance
   b. Those relating to strategic performance

CORE CONCEPT

Financial objectives relate to the financial performance targets management has established for the organization to achieve.

Strategic objectives relate to target outcomes that indicate a company is strengthening its market standing, competitive vitality, and future business prospects.

3. Achieving acceptable financial results is a must. Without adequate profitability and financial strength, a company's pursuit of its strategic vision, as well as its long-term health and ultimate survival, is jeopardized.

4. As a result of often competing objectives, utilizing a performance measurement system that strikes a *balance* between financial objectives and strategic objectives is optimal. This Balanced Scorecard approach is illustrated in **Table 2.4 The Balanced Scorecard Approach to Performance Management.**

CORE CONCEPT

The **balanced scorecard** is a widely used method for combining the use of both strategic and financial objectives, tracking their achievement, and giving management a more complete and balanced view of how well an organization is performing.

Connect Activity

Consider adding a File Attachment assignment requiring the student to develop a response to this Illustration Capsule. You can post instructions for the student within the assignment and collect their attachments for grading.

Concepts & Connections 2.3 Examples of Company Objectives

Discussion Question 1: What is the prominent purpose of an organization's stated objectives?

Answer: Objectives identify an organization's performance targets. They serve to function as measures for tracking the organization's performance and progress toward achievement of desired goals.

Discussion Question 2: What are some specific examples of top-level objectives that are included in the Capsule:

Answer: The student should be able to locate the top-level objective for each firm and then the measureable strategic and financial objectives that support it:

Jetblue: Produce above average industry margins by offering a quality product at a competitive price. They go on to set very specific financial and strategic goals that are measureable.

Yum Brands: Add 100 new Taco Bell units in India by 2021. . . Increase Taco Bell revenues from . . . Expand the number of Pizza Hut locations in globally by . . .

4. Short-Term and Long-Term Objectives: Short-term objectives focus attention on delivering performance improvements in the current period, while long-term targets force the organization to consider how actions currently under way will affect the company at a later date.

5. The Need for Objectives at All Organizational Levels: Company objectives need to be broken down into performance targets for each of the organization's separate businesses, product lines, functional departments, and individual work units, employees within various functional departments, and individual work units.

IV. Stage 3: Crafting a Strategy

Connect Activity

Consider adding a LearnSmart assignment requiring the student to review this section of the chapter as an interactive question and answer review. The assignment can be graded and posted automatically.

LO 2-3

Explain why the strategic initiatives taken at various organizational levels must be tightly coordinated to achieve companywide performance targets.

1. Strategy formulation should involve managers at all organizational levels.

2. In most companies, crafting strategy is a *collaborative team effort* that includes managers

in various positions and at various organizational levels. Crafting strategy is rarely something only high-level executives do.

CORE CONCEPT

Corporate strategy establishes an overall game plan for managing a *set of businesses* in a diversified, multi-business company.

Business strategy is primarily concerned with strengthening the company's market position and building competitive advantage in a single business company or a single business unit of a diversified multi-business corporation.

3. A Company's Strategy Making Hierarchy: The larger and more diverse the operations of an enterprise, the more points of strategic initiative it will have and the more managers at different organizational levels will have a relevant strategy-making role. Figure 2.2, A Company's Strategy Making Hierarchy illustrates this concept.

   a. Corporate strategy establishes an overall game plan for managing a set of businesses in a diversified, multi-business company.
   b. Business strategy is primarily concerned with strengthening the company's market position and building competitive advantage in a single business company or a single business unit of a diversified multi-business corporation.
   c. Functional-area strategies concern the actions related to particular functions or processes within a business.
   d. Operating strategies concern the relatively narrow strategic initiatives and approaches for managing key operating units.

V. Stage 4: Implementing and Executing the Chosen Strategy

Connect Activity

Consider adding a LearnSmart assignment requiring the student to review this section of the chapter as an interactive question and answer review. The assignment can be graded and posted automatically.

LO 2-4

Recognize what a company must do to achieve operating excellence and to execute its strategy proficiently.

1. Easily, the most time demanding and consuming part is managing the implementation and execution of the strategy-management process.

2. In most situations, managing the strategy execution process includes the following principal aspects:

   a. Staffing the organization with the needed skills and expertise
   b. Allocating ample resources to activities critical to good strategy execution.

c. Ensuring that policies and operating procedures facilitate rather than impede effective execution
d. Installing information and operating systems that enable company personnel to perform essential activities
e. Pushing for continuous improvement in how value chain activities are performed
f. Tying rewards and incentives directly to the achievement of performance objectives
g. Creating a company culture and work climate conducive to successful strategy implementation and execution
h. Exerting the internal leadership needed to propel implementation forward

VI. Stage 5: Evaluating Performance and Initiating Corrective Adjustments

Connect Activity

Consider adding a LearnSmart assignment requiring the student to review this section of the chapter as an interactive question and answer review. The assignment can be graded and posted automatically.

1. The fifth phase of the strategy-management process—monitoring new external developments, evaluating the company's progress, and making corrective adjustments—is the trigger point for deciding whether to continue or change the company vision, objectives, strategy, and/or strategy-execution methods.

2. Successful strategy execution entails vigilantly searching for ways to continuously improve and then making corrective adjustments whenever and wherever it is useful to do so.

3. A company's vision, objectives, strategy, and approach to strategy execution are never final; managing strategy is an ongoing process, not an every-now-and-then task.

Connect Activity

Use the Question Bank to build a quiz for the chapter to measure and reinforce learning. Consider using the questions you select to build a comprehensive mid-term and final exam for the course. The assignment can be graded and posted automatically.