**Strategic Management: Strategists at Work**

**SECTION A MULTIPLE CHOICE DATABASE**

1. What were the three distinct strategy styles used by strategists identified by MacIntosh, MacLean and Robinson?
2. Laissez-faire, Contingent and Management-by-exception
3. Transactional, Transformational and Full-Range
4. Autocratic, paternalistic and democratic
5. Intent driven, Trend driven and Resource driven
6. MacIntosh, MacLean and Robinson define strategy as…
7. Something which helps you to achieve more than might reasonably be expected.
8. a long term plan
9. a recipe for success
10. a set of goals
11. Canadian academic Danny Miller uses the Icarus Paradox to explain…
12. Why successful firms dominate markets
13. How failure is usually connected to past success
14. The ways in which new entrants innovate
15. The importance of brand loyalty
16. MacIntosh, MacLean and Robinson’s Strategy Cycle suggests that…
17. Experimentation and improvisation are to be avoided in strategic management
18. Experimentation and improvisation occur in isolation from the process of strategic planning
19. Experimentation and improvisation follow the failure of the original plan to deliver expected outcomes
20. None of the above
21. MacIntosh, MacLean and Robinson’s Strategy Cycle suggests that strategists engage in talk about…
22. Targets, measures and performance levels
23. Anecdotes, plots and metaphors
24. Neither A or B
25. Both A and B
26. Trend-driven strategists tend to…
27. Place greater emphasis on long term changes in the operating environment
28. Focus on the behaviour of competitors
29. Focus on the role of regulatory bodies
30. None of the above
31. Resource-driven strategists pay most attention to…
32. Training and development
33. nurturing skills and capabilities over the longer term
34. resources which are valued by customers
35. All of the above
36. Intent-driven strategists usually work with…
37. Ambitious objectives and measures
38. A clear understanding of the environment
39. A limited set of performance data
40. A deep understanding of firm resources
41. The earliest written account of strategy is usually attributed to…
42. The Art of War by Sun Tsu
43. The World of Warfare by Sun Tsu
44. The Prince by Machiavelli
45. On War by Clausewitz
46. Alfred Chandler was a…
47. Sociologist
48. Business Historian
49. Economist
50. Industrial Engineer
51. Chandler argues that…
52. Organization structure is unimportant
53. That strategy follows structure
54. That structure follows strategy
55. That structure and strategy are not related at all.
56. Alfred Sloan was President of…
57. The Ford Motor Company
58. IBM
59. General Electric
60. General Motors
61. Who was the first person to coin the term “Corporate Strategy”?
62. Igor Ansoff
63. Alfred Sloan
64. Alfred Chandler
65. Michael Porter
66. What does the acronym SCP stand for?
67. Successful Customer Programme
68. Structure, Conduct Performance
69. Suitability, Competitiveness, Positioning
70. None of the above
71. Which of the following descriptions of Michael Porter’s research is used in MacIntosh, MacLean and Robinson’s book?
72. Strategy is all about resources
73. Strategy is all about positioning
74. Strategy is all about innovation
75. None of the above
76. The acronym RBV stands for…
77. Resources Breed Vision
78. Resource Biased View
79. Resource Based View
80. Resourcing by Virtue
81. Which of the following scholars is not typically associated with the study of resources and skills?
82. Birger Wernerfelt
83. Edith Penrose
84. Jay Barney
85. Michael Porter