Strategic Management
BUS 4360

Eastern Illinois University
Dr. Michael E. Dobbs
The course syllabus explicitly states that students are NOT allowed to use any resource other than their own brains and materials provided in the course (i.e. the textbook, lectures, templates, etc.). This document is NOT included in that list. Using information from this document is prohibited in the course.

Module 1 - Lecture Quiz 1 - Intro to Course and Syllabus
1. According to the video lectures, Dr. Dobbs can track how much of each video
lecture every student watches?
He cannot see logs of student interactions with videos.

2. Which of the following is/are the deadline(s) for all assignments in the course? Assignments are due every week by Saturday at 11:59 pm.

3. Which of the following is NOT one of the three main sections of the course structure according to the video lectures?
Strategic Choice & Implementation

4. Somewhere in the video lectures I wanted to reward people who were watching all the lectures. I referenced a color. It's not on the syllabus, it's just something I talked about. What color was it?
EIU Grey

5. Which of the following resources are allowed to be used when taking quizzes in this course?
Artificial intelligence (AI) sites like Chat GPT.

6. Which of the following happens to a student who earns 698 points in the course? They have earned an A in the course.
698 points represents 69.8% which rounds up to a C in the course.

7. Which of the following best describes the course policy regarding deadline extensions?
Extensions are granted retroactively for any time missed in the course.

8. What is the best way to contact Dr. Dobbs with questions or concerns?
Email him on a Saturday night at 2 am.

9. Which of the following best describes the flexibility of the course as described in the video lectures?
The course is not very flexible. Videos must be watched at particular times and assignments are typically due every one to two days throughout the course.

10. Which of the following grade categories makes up the largest proportion of the
course grade?
Reading Quizzes

Module 2 - Lecture Quiz 2 - Intro to Strategy/Org and Environment Template
1. Along Preston Rd. in Dallas, TX, there is a certain strip shopping center owned and operated by Alvarez Real Estate Holdings. The center includes several retail outlets: Sport Clips (haircuts), Office Max (office supplies), Wal-Mart (mass merchandiser
with no haircut shop inside), Beijing Buffet (Chinese restaurant), and SuperCuts (haircuts), to name a few. For the manager of the Sport Clips franchise, which of the following is best described as a complementor for her business?
College Students Wanting Haircuts

2. According the video lectures, which of the following is a substitute product for a
Ford Taurus?
Toyota Camry

3. According to the video lectures, which of the following is the most concerning to Ford as a potential new entrant?
Tesla

4. According to the video lectures, where do Facebook users fall in the Org & Environment template?
They are the buyers

5. Which of the following is NOT in the definition of strategy presented in the video lectures?
environmentally embedded

6. In one of the video lectures, I held up a writing instrument. Which one was it?
Yellow Highlighter

7. At the 2011 Oscars, according to US Weekly, actress Anne Hathaway (The Princess Diaries, The Devil Wears Prada, Les Misérables) was paid $750,000 by Tiffany & Co.
to wear jewelry from its line. According to the criteria discussed in the video
lectures, which of the following best describes this relationship between Hathaway
and Tiffany? Hathaway was one of Tiffany’s…

complementors.

8. Which of the following is at the apex of the building blocks model of strategic management as described in the video lectures?
Strategic planning

9. According to the video lectures, an unpaid social media influencer would be classified as which type of complementor?

Value Pricing Complementor

10. According to the video lectures, which of the following is NOT a type of competitor with which we are concerned in this course?
Substitutes

Module 3 - Reading Quiz 1 - pp. 83-90, Environmental Analysis
1. Strategic leaders sometimes attempt to influence external factors in their general environment. According to the text, what are the typical outcomes of these
attempts?
Firms can never influence the external environment, and their influence attempts frequently backfire.

2. Strategy Highlight 3.1 spotlights the failure of Blockbuster primarily due to
inadequate responses to changes in which of the PESTEL factor groups?
Ecological
3. According to the text, what is the largest ethnic minority in the U.S.? (Note: only one of the following answers has correct data.)
African-Americans number 103 million Americans (31% of the population).
4. Which of the following economic forces was used to illustrate effects on the company Porsche in the text?
Inflation rates
5. Which of the following was NOT listed as an example of a nongovernmental organization (NGO) or influential social movement exerting significant influence in
the Political field today?
Black Lives Matter (BLM)
6. Which of the following is NOT included as an actor in Exhibit 3.1?
Strategic Group
7. According to the text, which of the following is a valid critique of the PESTEL framework?
The framework is too narrow and doesn't allow for a broad understanding of the environment.

8. Which of the following is NOT included in the text as something to be considered as
a Legal factor?
Court Decisions
9. Which of the following was NOT included in the reading as an important technological change in the business environment?
mRNA biotech innovations
10. What does the acronym PESTEL stand for in relation to strategic analysis? Political, Environmental, Sociocultural, Technological, Equity, and Legal

Module 3 - Lecture Quiz 3 - Environmental Analysis and Chipotle Case
1. Data were presented in the video lectures outlining the growth of the organic food market in the U.S. Which of the following was NOT one of the points of significance
of this trend?
Chipotle's competitive advantage.
2. According to material presented in the video lectures, which of the following is not a key supplier group to Chipotle?
Beef, pork, chicken, and other food suppliers.
3. According to data presented in the video lectures, household income differences between the bottom and top quintiles are significant. But most media outlets only
report on income, not NET income. If government transfers and other factors are included, differences between quintiles shrink dramatically. Which of the following
is NOT a conclusion offered in the videos regarding household income and its
impact?
The difference between the top and bottom quintiles isn't a factor of 17, it's really more like 2.5.

4. Government regulations are a necessary but expensive fact of life for U.S.
companies. In the video lectures, data were presented regarding the costs of government regulations on American businesses. Which of the following is NOT
true according to the data presented?
A small manufacturing firm with 20 employees bears more than $1 million in federal regulation compliance costs.
5. In the Chipotle 10-K, nearby businesses were identified as important sources of customers for some of their locations. According to the video lectures, this makes nearby businesses which type of complementor?
Value Pricing
6. Which of the following is NOT one of the guiding principles of Environmental Analysis as described in the video lectures?
Have a critical eye. The media can give you a heads-up, but you should find the original sources and then go even deeper to get more fine-grained data.
7. Significant differences often exist between generations regarding resources and preferences related to purchasing and using products. In the video lectures, data
were presented outlining some of the differences between generations regarding
vehicle purchases. Which of the following was NOT presented as a difference?
Gen Z does not yet account for 10% of new car sales.
8. One of the competitors identified in the Chipotle 10-K was grocery
stores. According to the video lectures, which type of competitor are grocery stores
best categorized in an analysis of Chipotle and its environment?
In-direct
9. Inflation accelerated in the early part of the 2020's. Luxury brands responded by increasing prices aggressively. According to data presented in the video lectures,
how has the consumer market treated those price increases?
All companies in this sector, whether they raised prices a little or a lot, are experiencing sales gains.

10. In the video lectures, data were presented that described minimum wage laws across the U.S. Which of the following was NOT one of the reasons these data are significant to Chipotle as discussed in the video lectures?
Pricing expectations of consistency across stores may not be possible (there may need to be pricing differences in states with higher minimum wage requirements).

Module 4 - Reading Quiz 2 - pp. 90-109 over Industry Analysis
1. According to the text, high levels of competitive rivalry among existing competitors may lead to all of the following, EXCEPT:
new product features and design
2. According to the text, which of the following does NOT increase competitive rivalry within an industry making the whole industry less profitable and attractive?
Slow industry growth
3. A thorough understanding of entry barriers is most essential when assessing which of Porter's Five Forces?
Threat of Substitutes
4. Which of the following does NOT lower the threat of new entrants to an industry? Substantial economies of scale
5. Which of the following is NOT an example of substitute products provided in the text?
TurboTax for H&R Block
6. Which of the following does NOT increase the power of buyers?
The industry's products are standardized (undifferentiated)
7. Which of the following does NOT drive higher threats from suppliers?
There are few, if any, substitute products to be purchased as supplies
8. According to the text, which of the following is a better description of the
perspective on competition within Porter's Five Forces Framework?
Although suppliers, buyers, new entrants, and substitutes are of some concern, the overwhelming source of competition for firms is that from direct competitors. Direct competition dwarfs all other forms of competition in its impact on firms.
9. In the text, a rudimentary five forces analysis of the U.S. airline industry is
provided. According to that analysis, which of the five forces has the LOWEST threat
level to firms currently in the industry?
Substitutes
10. When an industry has a few large firms that act interdependently, this is typically referred to as which of the following?
Monopolistic Competition

Module 4 - Lecture Quiz 4 - Industry Analysis and Movie Theater case
1. According to the case and the video lectures, which of the following is NOT the amount of consolidation in the U.S. movie exhibition industry.
The industry has low to moderate consolidation.
3. If suppliers are NOT able to forward integrate, the threat of those suppliers is...
higher.
4. According to the video lectures, which of the following is a viable opportunity for movie theater chains based on our case analysis?
Theaters could offer alcohol sales in all locations.
5. When completing the Industry Analysis template, any circled item on the rights side of the page indicates a _____ threat level.
lower
6. Regarding the Driving Factors boxes included in the Industry Analysis template, how many should typically be checked, according to a discussion in the video lectures?
All but one or two.
7. According to the video lectures, the threat of new entrants in the wedding photography industry is...
very low.
8. If buyers are struggling financially, the threat of those buyers is...
lower.
9. According to the video lectures, which of the following is the most concerning aspect of substitute threats facing the movie exhibition industry?
Low price sensitivity of buyers.
10. According to the video lectures, which of the following best describes the level of differentiation in the U.S. movie exhibition industry?
Differentiation is low -- movie theaters play the same movies, offer the same types of concessions, play movies at the same times -- everything is pretty much the same from one movie theater to another.

Module 5 - Reading Quiz 3 - pp. 109-120, Competitor & Complementors
1. Which of the following best represents the definition of a complementor as
described in the reading?
A company is a complementor to your company if customers value your product or service offering less when they are able to combine it with the other company's product or service.
2. The concept of co-opetition involves cooperation among firms and their _____. suppliers
3. According to the reading, what are firms options regarding complementors?
To provide the complements themselves.
4. Which of the following is the better description of Strategic Group Dynamics? Strategic planning is a multi-year planning and execution process.
5. Which of the following is higher?
Rivalry among firms in different strategic groups.
6. Which of the following was NOT discussed in the reading as a recommended dimension when creating strategic group maps?
Distribution channels
7. Firms in different strategic groups often face different effects of external forces. In the airline industry, which strategic group faces stiffer competition from substitute products like cars, buses, and trains?
Hub-and-spoke airlines
8. According to the reading, what should the bubble size represent on a strategic group map?
R&D expenditures
9. According to the reading, which of the following is NOT generally true of strategic groups?
Strategic groups are affected differently by the external environment.
10. According to the reading, which of the following descriptions better characterizes firms wishing to move from one strategic group to another?
Movement from one strategic group to another often poses little difficulty due to significant mobility enhancers.

Module 5 - Lecture Quiz 5 - Competitor & Complementor Analysis + Strategic Group Maps
1. According to the video lectures, all of the following are examples of leveraging complementors except?
Strategic alliances
2. Which of the following variables was NOT included in our Strategic Group Map of the Charleston Pizza industry?
Estimated annual sales
3. According to the video lectures, transportation infrastructure is generally
considered which type of Complementor?
Value Perception Complementor
4. According to the video lectures, Strategic Group Maps can be used for all of the following except?
Assessing the viability of positioning moves within the industry.
5. When creating a Strategic Group Map, which of the following is NOT true according
to the video lectures?
The x and y axes should be continuous variables.
6. According to research presented in the video lectures, all of the following must be present in an organization for coopetition to occur, except?
Organizational exigency
7. According to the Strategic Group Map presented in the video lectures, what does the mobility barrier represent?
Fundraising and endowment levels among colleges and universities.
8. In the video lectures, there was research presented about Major League Baseball teams. In which quadrant of the Coopetition Matrix were the fewest teams located? Independents
9. Which of the five variables included in the Charleston Pizza industry data set is best used as the size variable in a Strategic Group Map?
Delivery
10. According to the Strategic Group Map of the Charleston Pizza industry that we completed, which of the following would be the pizza place most considered an
outlier?
Papa John's

Module 6 - Reading Quiz 4 - pp. 132-145, Internal Analysis
1. What does the "V" in the VRIO Framework represent?
Virtual
2. What does the "R" in the VRIO Framework represent?
Returns
3. What does the "I" in the VRIO Framework represent?
Industry
4. According to the text, which of the following is the best description of Five Guys' core competency?
Be the most convenient fast food hamburger joint in the world!
5. What does the "O" in the VRIO Framework represent?
Oligopolistic

Module 6 - Lecture Quiz 6 - Internal Analysis and Chipotle Case
1. What does the I in VRIO analysis represent?
Innovation
2. According to the video lectures, Chipotle can be thought of as having three
stages: Stage 1) building value and the Food with Integrity foundation; Stage 2) expanding supply chains, increasing efficiencies, and food delivery modes. Which
of the following represents Stage 3 as envisioned by the new CEO?
Value Pricing
3. According to the video lectures, which of the following is NOT true?
A company can operate with a competitive advantage and still lose money.
4. According to the video lectures, which of the following was rated the weakest of the VRIO components for Xerox PARC?
I
5. According to the video lectures, what does Chipotle's core competence mean for its competitiveness? Food with Integrity provides Chipotle with...
Competitive Advantage
6. Which of the following was NOT one of the functional areas of analysis discussed in the video lectures and included in the functional internal analysis template? Operations/Logistics
7. According to the video lectures, which of the following represents the biggest weakness of the current Chipotle CEO?
Lack of restaurant experience.
8. In the assessment area of the functional internal analysis, which of the following is the better description of what should be included, according to the video lectures?
A comprehensive list of facts and data relating to the appropriate subcategory.
9. According to the video lectures, which of the following make up the largest percentage of Chipotle's expenses?
Occupancy
10. According to the video lectures, would an organization rather have a core competence or a distinctive competence?
Core

Module 7 - Reading Quiz 5 - pp. 212-234, Generic Strategies
1. Please indicate whether the following are more more important to Differentiation or Cost Leadership:
2. If suppliers raise prices, which of the following is better able to absorb those price increases?
Differentiator
3. Which of the following stakes out a unique strategic position where it can benefit from imperfect competition and command a premium price?
Cost Leader
4. When buyers become more price sensitive (their focus shifts to price), which of the Differentiators

5. So-called "generic" strategies are called that because...
they were popularized in the pharmaceutical industry.
6. The goal of a differentiation strategy is to add unique features that will increase the perceived value of goods and servies in the minds of consumers so they are willing
to pay...
less.
7. Economies of scope involve using the same resources and technology to produce two (or more) outputs at...
more cost.

Module 7 - Lecture Quiz 7 - Generic Strategies
1. According to the video lectures, Coors was able to achieve low-cost leadership by doing which of the following?
Hedging commodity prices (i.e., hops).
2. One of the differentiation factors for the Smarter Scrubber is that the knob can be unscrewed and the pad can be used to clean cast iron in addition to a
grill. According to the video lectures, in which category of differentiation does this
fall?
Higher Performance
3. According to the video lectures, which of the following is NOT an advantage of low-cost leadership?
Substitute price must be lower to be viable
4. According to the video lectures, Blue Nile engages in several of the means of achieving low-cost leadership. Which one was Blue Nile used to explain the most? Economies of Scale
5. According to the video lectures, which of the following is NOT one of the disadvantages of differentiation?
Buyers must perceive the benefits
6. According to the video lectures, small businesses are most likely to use which of the six means of achieving low-cost leadership discussed?
Low-Cost Supply Sources
7. According to the video lectures, in which quadrant do firms absolutely not want to
be?
Top right
8. According to the video lectures, which of the following is NOT a means of achieving
a Differentiation Strategy through the lowering of buyers’ costs?
Reduce operational costs
9. According to the video lectures, Marketing is more important and essential for which of the Generic Strategies?
Low-Cost Leadership
10. In the video lectures, reasons were provided why an entire module in the course is devoted to Generic Strategies. Which of the following was the primary reason
given?
Low-cost leadership is the way billion-dollar companies are created and needs to be thoroughly understood for entrepreneurs to be successful.

Module 8 - Reading Quiz 6 - pp. 310-326, Integration & Diversification Strategies
1. Please match the following company examples to the type of diversification they
best illustrate:
2. According to Exhibit 8.7, if Apple bought out T-Mobile, that would be an example of _____ integration.
backward
3. According to Exhibit 8.7, if T-Mobile bought out Huawei, that would be an example of _____ integration.
forward
4. ABC Enterprises, with locations in Coles County, IL, has contracted with XYZ Solutions, with offices in Chicago, to handle its human resource functions. This is
best described as...
offshoring
5. KFC and Chick-fil-A are the world's 1st and 2nd largest quick-service chicken restaurants. KFC has followed an aggressive global expansion strategy which Chick-
fil-A has largely limited itself to domestic growth in the U.S. According to the text,
what is the primary reason for this difference?
Chick-fil-A only generates $2 billion per year in revenue.
6. Which of the following is least common among vertically integrated firms?
Partially integrated (2-4 stages of Exhibit 8.6)

Module 8 - Lecture Quiz 8 - Integration, Diversification, Cooperative & International Strategies
1. According to the video lectures, economies of scope are one of the primary motivations of which of the following strategic options?
Horizontal integration
2. According to the video lectures, which of the following would be an example of McDonalds engaging in forward integration?
Buying farms that produce lettuce and tomatoes
3. According to research cited in the video lectures, which of the following best describes the relationship between the level of international diversification and firm performance?
It's a negative, exponential relationship.
4. According to the 60 Minutes story, Luxottica got into a pricing war with which of the following companies? The company got dropped from Luxottica stores, the stock
price collapsed, and Luxottica bought the company.
Lenscrafters
5. One of the examples provided in the video lectures of a company that keeps on acquiring competitor firms is Roark Capital. According to the video lectures, which
of the following sandwich shops does Roark NOT own?
McAlister's
6. According to the video lectures, the implementation of which of the following strategies is most likely to result in the elimination of a direct competitor?
Overt collusion
7. According to the video lectures, which of the following strategies does not involve extending operations within the same industry?
Forward integration
8. Berkshire Hathaway was used in the video lectures as an example of a firm engaged in very high levels of which of the following strategies?
Backward integration
9. Moe's Auto Repair Shop specializes in repairing all kinds of car problems, but only
for domestic makes (GM, Ford, Chrysler, etc.). Mario's Garage also repairs all kinds
of car problems, but only for foreign makes of automobiles (Toyota, Honda, BMW,
etc.). Moe and Mario own the only two auto repair facilities in their small town, but strangely enough, they've never communicated directly or even met each
other. Which of the following types of cooperation best describes their relationship? Overt collusion
10. Horizontal integration acquisitions at the national level (in the U.S.) are often scrutinized by the federal government using the Herfindahl-Hirschman
Index. Acquisitions that create too much consolidation within an industry are
prohibited. However, this is not the case in local or regional areas, unless industries
are highly regulated. In the video lectures, an example of a private equity firm taking advantage of this in the Atlanta metro area was discussed. For the example cited, in

which industry is a private equity firm buying up many small chains and mom & pop businesses?
Regional banks

Module 9 - Lecture Quiz 9 - Timing, Stability, Restructuring Strategies; + Tactics & Traps
1. According to the video lectures, which of the following tactics involves surrounding and overwhelming a competitor – like what Facebook did to the Baylor University
social network?
Blitzscaling
2. According to the video lectures, if customers don’t know anything about a new product or service offering and have to be educated at significant cost, it is better to
be a _______.
first mover
3. According to the video lectures, which of the following was not identified in class as
a way firms can be first mover?
First to a service
4. According to the video lectures, which of the following types of capital infusion sources is most likely to make the most significant changes to a firm and change its management team in significant ways, including complete replacement of it?
Angel Investors
5. According to the video lectures, small, family-owned firms are more likely to follow which of the strategies below more than their Fortune 500 counterparts?
Conglomerate Diversification
6. Which of the following was not listed as an entity to which firms sell using
divestiture in the video lectures?
Another company (e.g. private equity firm)
7. According to the video lectures, high customer switching costs benefit which type of organization more?
Late Mover
8. According to the video lectures, Toyota used which tactic to penetrate the U.S. auto market?
Frontal Assault
9. According to the video lectures, Peloton fell into which Strategy Trap?
Losing Hand
10. According to the video lectures, how important is it to be a first mover?
Being first is everything. It is of paramount importance to be first because it sets up success for the rest of firm's existence.

Module 10 - Lecture Quiz 10 - Identifying Strategies, LVMH Case
1. According to the video lectures, into which of the following strategic action categories does Rihanna's actions with LVMH fit?
Collusion
2. According to the video lectures, if LVMH were to purchase an existing emerald mine in Zambia, this would be an example of which strategic action?
Licensing
3. According to the video lectures, how are Luxottica's actions best categorized in relation to LVMH strategic actions?
Strategic alliance
4. According to the video lectures, if LVMH were to sell its newly acquired Tiffany
brand, this would be an example of which strategic action?
Greenfield venture
5. According to the video lectures, if LVMH were to acquire Luxottica, this would fit each of the following categories of strategic actions EXCEPT:
Related diversification
6. According to the video lectures, there were no examples of LVMH engaging in which of the following activities?
Low-cost leadership
7. According to the video lectures, when Racamier opened its own retail stores in the 1980's, this is best understood as which type of strategic action?
Divestiture
8. According to the video lectures, if LVMH were to start a new luxury water brand that established a water bottling plant in Nepal near Mt. Everest, this would be an
example of each of the following types of strategic actions EXCEPT:
Related diversification
9. According to the video lectures, Louis Vuitton adding handbags to its product offerings (in the 1800s) was an example of which of the following strategic actions? Backward integration
10. According to the video lectures, the addition of combination locks to Louis Vuitton trunks is an example of all of the following strategic actions EXCEPT:
differentiation

Module 11 - Lecture Quiz 11 - Identifying Strategies in Film Case The Social Network
1. In the film, facebook makes extensive use of interns as employees. Which of these best characterizes this action in terms of what we have discussed in the course?
This is collusion with other programmers.
2. Harvard Connection was envisioned to be available to Harvard students
only. Which of the three ways to differentiation that we have discussed in class
does this fall under? [Note: There's a flaw in the writing of the film in this scene. If
"girls want to go with guys who go to Harvard," how are they going to have access to
this site if it's only for Harvard students?]
Lower buyers' costs
3. Using the definitions in the course, which of the following were the first customers
of the facebook?
Snookie's Cookies
4. In the film, Divya Narendra talks with the Winklevii twins and says, "...he lied to our email accounts and gave himself a 42-day head start, because he knows what apparently you don't, which is that getting there first is everything." According to the video lectures earlier in the course, is the substance of the quote, that "getting there
first is everything," true?
Yes. Being first is everything. Stealing the idea for an exclusive online social network for Harvard students allowed Mark to make millions of dollars and denied the opportunity to others who may have wanted to do the same.
5. According to the film, facebook reached how many people?
500,000 members at 1,562 universities
6. As depicted in the film, the Winklevii bring Mark into the "bike room" of their final club and Divya Narendra points out that Mark has built three programs: facemash, coursematch, and an app for an MP3 player that recognizes the user's taste in
music. Given all of those prior projects, the development of facebook is best
identified as what for Mark's personal strategic actions?
Horizontal integration
7. In the film, during an argument with Wardo, Mark yells about the importance of facebook servers never going down. Which of the following strategic ideas is being emphasized by Mark?
Diversification
8. According to the depiction in the film, which of the following is the better
description of Mark's strategic planning process regarding facebook?
He knew from the start that advertisers and data brokers would be the primary customers of the new business, and he developed a long-term strategic plan to attract those customers through collecting data about millions of users they provide themselves.
9. According to the film, which of the six tactics discussed in our course did facebook use to battle Baylor's existing social network site?
Guerrilla warfare

10. When facebook expanded to Stanford, this was an example of which of the following strategic actions?
Unrelated diversification

Module 12 - Reading Quiz 7 - pp. 43-52, Mission & Purpose & Values
1. Please match the type of statement with its appropriate content.
2. Vision, mission, and values statements should always be linked to an organization's...
profit goals.

Module 12 - Lecture Quiz 12 - Mission, Purpose & Values
1. Which of the following was not listed in the video lectures as one of the necessary components of a mission statement?
The need satisfied by the organization
2. According to the video lectures, what is the purpose of any firm?
To maximize shareholder value.
3. According to the video lectures, which of the following is NOT one of the purposes of Bodacious BBQ?
Employment
4. According to the video lectures, which of the following is not one of the values of the EIU School of Business?
It's not just for a chosen few, it's for all kinds of people.
5. According the video lectures, which of the following was NOT a values symbol used by Steve Jobs when he led the MacIntosh project?
Harley-Davidson motorcycle
6. According to the video lectures, which of the following is not one of the advantages of mission statements?
Can be motivational.
7. According to research cited in the video lectures, organizational performance can
be positively impacted by values statements if which of the following criteria are
met?
Diversity, equity, and inclusion (DEI) is one of the values stated.
8. According to the video lectures, which of the following is not one of the disadvantages of mission statements?
Takes no time and money to develop.
9. According to the video lectures, which of the following is the audience for an organization’s mission statement?
Preschoolers
10. According to the video lectures, which of the following groups has the longest lasting imprint on an organization’s values?
The top management team

Module 13 - Reading Quiz 8 - Decision Making Reading
1. Please match the following descriptions and assumptions to the decision making models to which they are ascribed in the reading:

Module 13 - Lecture Quiz 13 - Decision Making + Weighted MOWST Matrix
1. In the video lectures, it was said at one point that if you remember nothing else from Module 13, I want you to remember which of the following?
Don't fall into the "if only" trap
2. According to the video lectures, which of the following would NOT be an Opportunity for a local trophy shop (selling trophies, medals, youth sports-related items, etc.)? Families are having fewer children
3. According to the MOWST analysis performed in the video lectures, which strategy makes the most sense for Bodacious BBQ?
Divestiture
4. For each of the following decision-making challenges, please match it with the recommendation for improved decision making as provided in the video lectures:
5. According to the video lectures, which of the following is NOT one of the conclusions regarding the use of a Weighted MOWST Matrix?
The Weighted MOWST Matrix can be modified and used for effective presentation of a recommended strategic action.
6. In the video lectures, recommendations were given concerning living with the results of less than optimal decisions. They included all of the following except: Work hard and make the best of it.

Module 14 - Reading Quiz 9 - pp. 192-195 , Balanced Scorecard
1. The Balanced Scorecard (does/does not) use performance metrics extensively.
does not
2. Which of the following is the best description of customer and financial focus within the Balanced Scorecard?
Financial metrics are used extensively, but customer metrics are not.
3. Which of the following is NOT one of the advantages of the Balanced Scorecard included in the reading? The Balanced Scorecard helps strategic leaders to...
implement feedback and organizational learning to modify and adapt strategic goals when necessary.
4. According to the reading, the Balanced Scorecard is better used as a tool for which of the following?
Strategy formulation
5. According to the reading, how often should a Balanced Scorecard be developed?
It is a onetime effort that can last up to five years.

Module 14 - Reading Quiz 10 - pp. 424-439, Structure & Strategy
1. In which type of firm would an accountant be more likely to handle only accounts receivable (and not other accounting duties like auditing, inventory, payroll,
accounts payable, etc.)?
A smaller firm
2. If a company values creativity and customization over safety and uniformity, it should have _____ level of formalization.
higher
3. Centralization (vs. decentralization) typically yields...
faster but less unified decision making.
4. Span of control refers to the number of employees that report to a particular supervisor. An organization with a _____ span of control usually has a _____ organizational structure.
narrow, flat
5. Mechanistic organizations typically have high specialization, more formalization,
and have centralized, tall organizational structures. Organic organizations have less specialization and formalization, and have decentralized, flat organizational
structures. Please match the following strategies to the organization type best
suited for its implementation.
6. Please match the following structural forms to the advantages/disadvantages that fit them best.

Module 14 - Lecture Quiz 14 - Implementation, Leadership, Balanced Scorecard & Structure
1. According to the video lectures, which basis of power is the best for influencing followers over the long-run?
Expert
2. Lindsay is a precocious four-year-old who wants another cookie. She’s already had two and her mother has told her she cannot have another. Lindsay throws a fit and
yells, “WHY CAN’T I HAVE ANOTHER COOKIE?!” Her mother replies, “Because I
said so.” This response is best considered a use of which basis of power, according
to the video lectures?
Coercive
3. According to the video lectures, goal setting theory can be effective if the activity meets all of the following criteria EXCEPT:
challenging
4. According to the video lectures, effective leaders engage in Visionary PEACH activities including tracking production and output, recognizing high performance,
and celebrating milestones. Effective leaders are…
controlling.
5. According to the video lectures, effective leaders engage in Visionary PEACH activities. This includes providing training, tools, resources, and more for their team
to succeed. Effective leaders are…
transacting.
6. According to the video lectures, which of the following is NOT one of the four perspectives included in the Balanced Scorecard framework?
Customer
7. According to the video lectures, the scene from The Shawshank Redemption in which Andy plays Mozart for the rest of the inmates at great personal cost to
himself, is an example of which basis of power?
Legitimate
8. According to the video lectures, which of the following is NOT one of the categories used in the Balanced Scorecard framework?
Targets
9. According to the video lectures, one of Dr. Dobbs' students used what tool at her wedding venue job to track results and communicate her successes with her boss? Balanced Scorecard
10. According to the video lectures, effective leaders engage in Visionary PEACH activities including pushing, stretching, and encouraging team members to achieve more than they think they can. Effective leaders are…
aggressive.

Module 15 - Lecture Quiz 15 - Film Case Jobs
1. When Steve Jobs fires one of the programmers on the Lisa project over the lack of fonts, this is a great example of which basis of power?
Expert
2. When Steve Jobs introduces iPod at the beginning of the film, which basis of power is he building the most?
Reward
3. When Steve Jobs was working at Atari, he claimed to have expert power. In reality, he relied on his friend, Steve Wozniak, for that expertise. So which basis of power
did he really use to secure his role as a game project lead with his boss?
Legitimate power
4. When Rod Holt successfully gets $200/day and blows smoke in Woz's face, he is taking advantage of which basis of power?
Legitimate
5. When Mike Markkula gains a 30% share of Apple in the Jobs family dining room,
which basis of power gave him that power?
Referent
6. When Steve Jobs is frustrated after seemingly getting nowhere on the phone with potential investors, he addresses his team in the front yard. He especially has words
for Daniel. Which basis of power is he primarily drawing on when he does this? Legitimate
7. When Steve Jobs granted stock options to Rod Holt and other engineers ahead of
the IPO, this was an example of which two bases of power?
Expert and referent
8. When Steve Jobs takes control of the MacIntosh project, he goes around and gets
the people he has already identified as A players to be on his new team. Which
letter of the Visionary PEACH acronym does this best represent?
E
9. When Jony Ive answers Steve Jobs and tells him that he and others are still at Apple because they believe in Apple stood for and could be again, he is acknowledging the legacy from Steve Jobs and his _____ power.
reward
10. After Steve Jobs returns to Apple and is reappointed as CEO, what two bases of
power does he primarily use to replace the board?
Coercive and expert

Final Exam - Netflix Case
1. According to the video lectures, which of the following best describes the scope of the final exam case analysis of Netflix?
It is a comprehensive and holistic assessment of Netflix and its strategic options.
2. Which of the following was specifically identified as a substitute product in the video lecture?
Gambling
3. According to the final exam case analysis of Netflix, which of the following is NOT Fixed Costs
4. Which of the following is the mascot for EIU?
Owl
5. If you were taking this course from Dr. Dobbs in a face-to-face format, you would
have to complete this exam on your own. However, there is a big qualification to
that. What is it?
The final exam is completed in class and during the final exam period, but students are allowed to work with partners or teams if they so desire.
6. Which of the following Netflix documents is the primary source material for the final exam case analysis of Netflix?
10-Q Quarterly Report for period ending Mar. 31, 2025
7. What was the predominant background color of Dr. Dobbs' PowerPoint slides during his video lectures?
Green
8. According to the final exam case analysis of Netflix, which of the following was the most important factor in assessing the three strategic options?
Diversified firms
9. According to the final exam case analysis of Netflix, which of the following acquisitions is the best for the company to consider?
Plex
10. According to the final exam case analysis of Netflix, are costs in the industry more fixed or variable?
Fixed
11. According to the final exam case analysis of Netflix, which of the following is the best description of pricing for Netflix.
Netflix has average prices for the industry.
12. According to the final exam case analysis of Netflix, the company's expansion into the production of original content has...
huge disadvantages for the company in that it has spent billions on original content and has only had one or two "hits" from that investment.
13. According to the final exam case analysis of Netflix, which of the four functional areas has the highest percentage of strengths vs. weaknesses?
Operations
14. According to the final exam case analysis of Netflix, which of the following was NOT identified as a potential cost arising from cyber security breaches?
Restitution

15. Please match the following aspects of the developed strategic options to the company acquisition to which it best applies:
16. According to the final exam case analysis of Netflix, which of the following best describes the company's relationship with debt?
It is highly leveraged. In order to fund its growth, it took on enormous debt equal to approximately half its market cap.
17. According to the final exam case analysis of Netflix, which of the following was NOT one of the five most important strengths of the company?
Content quality
18. According to the final exam case analysis of Netflix, which of the following acquisitions did Dr. Dobbs say was the one he thought least likely to happen in the
next 12 months?
Plex
19. According to the final exam case analysis of Netflix, which of the following is NOT true of the organizational culture at Netflix?
Negative performance reviews are not necessarily kept private and may be available to a wide swath of Netflix employees.
20. According to the final exam case analysis of Netflix, which of the following were identified as streaming services that fell into the premium category -- charging
higher prices, but for higher quality content?
Netflix, HBO, and Apple TV
21. According to numbers provided by Netflix, which of the following regions had the largest percentage increase in number of subscribers from 2023 to 2024?
EMEA
22. According to the final exam case analysis of Netflix, which of the following acquisitions best neutralized the key threats facing the company?
Plex
23. In the final exam case analysis of Netflix, how was "engagement" defined in the Strategic Group Map?
High engagement was 2025 average daily minutes >=45; low engagement was <45.
24. According to the final exam case analysis of Netflix, which of the following was NOT one of the five most important opportunities facing the company?
Cable/satellite in decline
25. In the final exam case analysis of Netflix, how many clusters and outliers were identified in the Strategic Group Map?
4 clusters, no outliers
26. According to numbers provided by Netflix, which of the following regions had the lowest percentage of revenue growth from 2023 to 2024?
UCAN
27. According to the final exam case analysis of Netflix, which of the following was identified as a possible avenue of growth?
Stealing customers from Amazon Prime

28. According to the final exam case analysis of Netflix, a strength of the company's compensation plan is the option for rank and file employees to be paid in stock
options. Why is this a strength?
It allows Netflix to hide employee compensation figures from competitors.
29. According to the final exam case analysis of Netflix, which of the following has the highest threat level for the industry?
Fixed Costs
30. According to the final exam case analysis of Netflix, which of the following was NOT one of the five most important weaknesses of the company?
Data security
31. According to the final exam case analysis of Netflix, which of the following best describes the company's experience selling advertising?
The company has been selling advertising since its inception and is highly regarded in the entertainment space as best in class.
32. According to the final exam case analysis of Netflix, which of the following is one of the biggest disadvantages of the company?
It has taken on too much debt.
33. According to the final exam case analysis of Netflix, what is the likelihood of federal oversight and blocking of acquisitions within the industry?
Very likely.
34. Please match the following variables to the Environmental Factor Group in which they were included in the final exam case analysis of Netflix.
35. According to the final exam case analysis of Netflix, the company has engaged in multiple activities designed to lower its costs. Lean activities in which of the
following areas was highlighted the most in the case analysis?
Finance - company policy to never take on debt
36. According to the final exam case analysis of Netflix, which of the following acquisition options least leveraged the top strengths of the company?
Plex
37. According to the final exam case analysis of Netflix, which of the following was NOT Lack of content
38. According to the final exam case analysis of Netflix, which of the following was NOT identified as a supplier to Netflix?
Actors
39. According to the final exam case analysis of Netflix, fostering a culture supportive of DEI in 2025 may...
be a huge disadvantage to the company because it puts a target on the company for Trump administration retaliatory actions.
40. According to the final exam case analysis of Netflix, which of the following
acquisition options might actually do the most harm to the company as judged by negative ratings?
Plex
41. According to the final exam case analysis of Netflix, in which of the following areas did the company's costs increase the least from 2023 to 2024?

Marketing
42. According to the final exam case analysis of Netflix, which of the following is the largest source of subsidies in the industry?
Film production tax credits