

CHAPTER 2—STRATEGY, ORGANIZATION DESIGN, AND EFFECTIVENESS

MULTIPLE CHOICE

1. When looking for strengths and weaknesses, top management is:
- Assessing the external environment.
 - Analyzing the competition.
 - Evaluating the internal situation in order to define its distinctive competence.
 - Wasting its time since it has no control over these things.

ANS: C PTS: 1 REF: pg. 58
NAT: AACSB Analytic | Leadership Principles

2. The primary responsibility of top management is to:
- Perform the organization's SWOT analysis.
 - Determine goals, strategy, and design, in adaptation to environment.
 - Set a motivating culture for all employees.
 - Formalize and centralize the firm.

ANS: B PTS: 1 REF: pg. 58
NAT: AACSB Analytic | Leadership Principles

3. The top management role in organization effectiveness involves examination of internal environment which includes:
- Opportunities.
 - Weaknesses.
 - Uncertainty.
 - Resource availability.

ANS: B PTS: 1 REF: pg. 58
NAT: AACSB Reflective Thinking | Environmental Influence

4. A(n) ____ is a desired state of affairs that the organization attempts to reach.
- organizational goal
 - marching goal
 - operative goal
 - resource-based goal

ANS: A PTS: 1 REF: pg. 58
NAT: AACSB Reflective Thinking | Creation of Value

5. The leader of one religious denomination emphasizes converts to the denomination, whereas the previous leader felt converts should play a backseat role while they "paid their dues." This illustrates ____ influence on the selection of effectiveness criteria.
- goal measurability
 - top management
 - environmental conditions
 - that almost anything can have

ANS: B PTS: 1 REF: pg. 59
NAT: AACSB Analytic | Leadership Principles

6. The top management role in organization effectiveness involves examination of external environment which includes:

- a. threats.
- b. mission.
- c. production technology.
- d. strengths.

ANS: A PTS: 1 REF: pg. 59

NAT: AACSB Analytic | Environmental Influence

7. The top management role in organization effectiveness involves examination of internal situation which includes:

- a. opportunities
- b. threats
- c. governmental resource accessibility
- d. leader style

ANS: D PTS: 1 REF: pg. 59

NAT: AACSB Analytic | Leadership Principles

8. The most common occurrence in setting goals and selecting a strategy is that:

- a. The environment is ignored to select the ideal mission.
- b. Goals are set so high that they can rarely be attained.
- c. New goals and strategies are selected on the basis of environmental needs and the organization is redesigned accordingly.
- d. Environment and current structure and goals are considered simultaneously.

ANS: C PTS: 1 REF: pg. 59

NAT: AACSB Analytic | Strategy

9. The choices top managers make about goals, strategies, and organizational design have a tremendous impact on organizational:

- a. profitability.
- b. efficiency.
- c. effectiveness.
- d. market share.

ANS: C PTS: 1 REF: pg. 59

NAT: AACSB Analytic | Strategy

10. Mission is the same thing as:

- a. Operative goals.
- b. Decision guidelines.
- c. Official goals.
- d. Performance standards.

ANS: C PTS: 1 REF: pg. 60

NAT: AACSB Reflective Thinking | Motivation Concepts

11. ____ means that all the organization's energies and resources are directed toward a focused, unifying, and compelling overall goal.

- a. Strategic intent
- b. Resource-based approach
- c. Emergent goals
- d. Stakeholder approach

ANS: A PTS: 1 REF: pg. 60
NAT: AACSB Analytic | Strategy

12. Which of the following describes the organization's shared values and beliefs and its reason for being?

- a. Strategic intent
- b. Mission
- c. Official goals
- d. Organizational goals

ANS: B PTS: 1 REF: pg. 60
NAT: AACSB Analytic | Strategy

13. ____ refers to what sets the organization apart from others and provides it with a distinctive edge for meeting customer or client needs in the marketplace.

- a. Organizational goals
- b. Strategic intent
- c. Mission
- d. Competitive advantage

ANS: D PTS: 1 REF: pg. 61
NAT: AACSB Analytic | Strategy

14. A company's ____ is something the organization does especially well in comparison to its competitors.

- a. operative goal
- b. organizational goal
- c. core competence
- d. balanced scorecard

ANS: C PTS: 1 REF: pg. 62
NAT: AACSB Analytic | Creation of Value

15. The goal of Short Stop Markets to capture 25% of the convenience market business in Arizona is an example of a(n) ____ goal.

- a. official
- b. operative
- c. generic
- d. legitimacy

ANS: B PTS: 1 REF: pg. 62
NAT: AACSB Analytic | Strategy

16. Which of the following pertain to the acquisition of needed material and financial resources from the environment?

- a. Resource goals
- b. Profitability
- c. Market goals
- d. Productivity goals

ANS: A PTS: 1 REF: pg. 63
NAT: AACSB Analytic | Environmental Influence

17. Which of the following reflects the overall performance of profit organizations?
- a. Efficiency
 - b. Profitability
 - c. Innovation goals
 - d. Productivity

ANS: B PTS: 1 REF: pg. 63
NAT: AACSB Reflective Thinking | Creation of Value

18. ____ pertains to the training, promotion, safety, and growth of employees.
- a. Market share
 - b. Innovation
 - c. Productivity of the industry
 - d. Employee development

ANS: D PTS: 1 REF: pg. 63
NAT: AACSB Analytic | Ethical Responsibilities

19. ____ pertain to internal flexibility and readiness to adapt to unexpected changes in the environment.
- a. Market goals
 - b. Profitability goals
 - c. Innovation goals
 - d. Productivity goals

ANS: C PTS: 1 REF: pg. 64
NAT: AACSB Analytic | Environmental Influence

20. Successful organizations use a carefully balanced set of ____ goals.
- a. operative
 - b. innovation
 - c. visionary
 - d. generic

ANS: A PTS: 1 REF: pg. 64
NAT: AACSB Reflective Thinking | Strategy

21. Official goals provide ____, while operative goals and strategies provide ____.
- a. measurable objectives, legitimacy

- b. legitimacy, employee direction
- c. employee direction, decision guidelines
- d. decision guidelines, legitimacy

ANS: B PTS: 1 REF: pg. 64

NAT: AACSB Analytic | Strategy

22. Models for formulating organizational strategies include:

- a. Perrow's typology and Porter's model.
- b. Daft's model and Pfeiffer's typology.
- c. Porter's model and Miles and Snow's typology.
- d. Bowerman's typology and Miles and Snow's model.

ANS: C PTS: 1 REF: pg. 65

NAT: AACSB Analytic | Strategy

23. A plan for interacting with the competitive environment to achieve organizational goals is referred to as:

- a. strategy.
- b. design.
- c. culture.
- d. structure.

ANS: A PTS: 1 REF: pg. 65

NAT: AACSB Reflective Thinking | Strategy

24. Which of the following is NOT one of Porter's five forces?

- a. Threat of new entrants
- b. Power of employees
- c. Power of suppliers
- d. Threat of substitutes

ANS: B PTS: 1 REF: pg. 67

NAT: AACSB Analytic | Strategy

25. The differentiation strategy:

- a. Was developed by Frederic Taylor.
- b. Was popularized by Henri Fayol.
- c. Is one of Michael Porter's competitive strategies.
- d. Is K. D. Bowerman's "Strategy for Empowerment."

ANS: C PTS: 1 REF: pg. 67

NAT: AACSB Analytic | Strategy

26. A ____ strategy can reduce rivalry with competitors and fight off the threat of substitute products because customers are loyal to the company's brand.

- a. low-cost leadership
- b. focused

- c. defensive
- d. differentiation

ANS: D PTS: 1 REF: pg. 68
NAT: AACSB Reflective Thinking | Strategy

27. Which of the following is true about Porter's competitive strategies:
- a. Differentiation strategies address whether the market scope is broad or narrow.
 - b. Differentiation can be broken down into low cost or broad scope categories.
 - c. An airline using the differentiation strategy would be likely to offer travelers refreshments at a reasonable price, rather than serve bounteous meals.
 - d. Apple, Inc. is a company that has benefited from a differentiation strategy and never tried to compete on price because it likes being perceived as an "elite" brand.

ANS: D PTS: 1 REF: pg. 68
NAT: AACSB Analytic | Strategy

28. According to Porter's competitive strategies, which strategy should a company pursue if it possesses a low cost competitive advantage and a narrow competitive scope?
- a. Low-cost leadership
 - b. Differentiation
 - c. Focused low-cost leadership
 - d. Focused differentiation

ANS: C PTS: 1 REF: pg. 68
NAT: AACSB Analytic | Strategy

29. The slogan, "We're a no-frills business! When we save, you save!" exemplifies the strategy of:
- a. Low-cost leadership.
 - b. Differentiation.
 - c. Focus.
 - d. Legitimacy.

ANS: A PTS: 1 REF: pg. 69
NAT: AACSB Analytic | Strategy

30. A(n) ____ strategy is concerned primarily with stability rather than taking risks or seeking new opportunities for innovation and growth.
- a. focused
 - b. low-cost leadership
 - c. differentiation
 - d. intensive

ANS: B PTS: 1 REF: pg. 69
NAT: AACSB Reflective Thinking | Strategy

31. The focus strategy:
- a. Is known for its creative flair, with thinking "out of the box."
 - b. Utilizes strong central authority.
 - c. Involves detailed control reports for targeting areas of emphasis.

- d. Concentrates on a specific regional market or buyer group.

ANS: D PTS: 1 REF: pg. 70

NAT: AACSB Analytic | Strategy

32. In Miles and Snow's Strategy Typology, the prospector:

- a. Attempts to maintain a stable business environment by finding a middle ground between stability and innovation.
- b. Most closely resembles Porter's Low-Cost Leadership strategy.
- c. Responds to environmental threats in an ad hoc fashion without revealing a clear strategy.
- d. Seeks innovation or risk taking and is therefore best suited to the dynamic environment.

ANS: D PTS: 1 REF: pg. 70

NAT: AACSB Analytic | Strategy

33. Miles and Snow's Strategy Typology is based on the notion that:

- a. Strategy should correspond to technology.
- b. Strategy should be congruent with external environment.
- c. Strategy should be based on human resource capability.
- d. Strategy should be a "fit" to economic resource base.

ANS: B PTS: 1 REF: pg. 70

NAT: AACSB Reflective Thinking | Environmental Influence

34. Which of the following from Miles and Snow's Strategy Typology best matches with strong capability in research, a decentralized structure, and an emphasis on flexibility:

- a. Reactor.
- b. Low-cost leadership.
- c. Prospector.
- d. Analyzer.

ANS: C PTS: 1 REF: pg. 70

NAT: AACSB Analytic | Strategy

35. The ____ strategy is concerned with stability or retrenchment.

- a. defender
- b. prospector
- c. differentiation
- d. low-cost leadership

ANS: A PTS: 1 REF: pg. 70

NAT: AACSB Analytic | Strategy

36. The ____ strategy tries to maintain a stable business while innovating on the periphery.

- a. reactor
- b. prospector
- c. analyzer
- d. defender

ANS: C PTS: 1 REF: pg. 71

NAT: AACSB Reflective Thinking | Strategy

37. Organization ____ needs to support the firm's competitive approach.

- a. financial standings
- b. design characteristics
- c. informal communication channel
- d. environment for green movement

ANS: B PTS: 1 REF: pg. 72

NAT: AACSB Reflective Thinking | Strategy

38. The extent to which goals are obtained is a traditional definition of the degree of ____ in the organization.

- a. efficiency
- b. scientific management
- c. strategy
- d. effectiveness

ANS: D PTS: 1 REF: pg. 75

NAT: AACSB Reflective Thinking | Strategy

39. Which of the following is true regarding the goal approach:

- a. Full assessment of effectiveness should consider several goals simultaneously because high achievement on one goal may mean low achievement on another.
- b. Priority setting requires that only one goal at a time can be achieved.
- c. There is no place for subjective assessment of goal achievement in organizations today.
- d. The most common goal stated by U.S. corporations today deals with management development.

ANS: A PTS: 1 REF: pg. 75

NAT: AACSB Analytic | Strategy

40. Which approach measures progress toward attainment of those goals?

- a. The open systems approach
- b. The goal approach
- c. The internal process approach
- d. The human relations approach

ANS: B PTS: 1 REF: pg. 75-76

NAT: AACSB Analytic | Strategy

41. The ____ approach to organizational effectiveness is concerned with the output side and whether the organization achieves its goals in terms of desired levels of output.

- a. goal
- b. resource-based
- c. analytical
- d. internal process

ANS: A PTS: 1 REF: pg. 76
 NAT: AACSB Analytic | Strategy

42. When using the goal approach to effectiveness, it is best to use ____ goals.
- a. operational
 - b. official
 - c. low-level
 - d. non-measurable

ANS: A PTS: 1 REF: pg. 76
 NAT: AACSB Reflective Thinking | Operations Management

43. The resource-based approach emphasizes the:
- a. Input into an organization.
 - b. Output of an organization.
 - c. Achievement of profitability.
 - d. Amount of inventory left idle by the organization.

ANS: A PTS: 1 REF: pg. 76
 NAT: AACSB Reflective Thinking | Operations Management

44. Two comparably sized colleges are located in adjacent towns. The admissions counselors of College A have been telling prospective students that College A is better than College B because their latest freshman class has 150 more students than the freshman class at College B. The admissions counselors of College A are using the ____ effectiveness approach.
- a. resource-based
 - b. goal
 - c. internal process
 - d. competing values

ANS: A PTS: 1 REF: pg. 76-77
 NAT: AACSB Analytic | Strategy

45. One strength of the internal process approach is the fact that it:
- a. Tells management how well the internal processes mesh with the external environment.
 - b. Considers human resources and employee-oriented processes.
 - c. Emphasizes inputs into the organization.
 - d. Emphasizes outputs of the organization.

ANS: B PTS: 1 REF: pg. 77
 NAT: AACSB Analytic | HRM

46. If one is measuring work climate, group loyalty, and worker-management communication as a measure of effectiveness, what approach is most likely being used:
- a. Internal process.
 - b. Strategic human resources.
 - c. Quality control.
 - d. Stakeholder approach.

ANS: A PTS: 1 REF: pg. 77

NAT: AACSB Communication | Strategy

47. The ____ combines several indicators of effectiveness into a single framework, balancing traditional financial measures with operational measures relating to a company's critical success factors.

- a. internal process approach
- b. resource-based approach
- c. goal approach
- d. balanced scorecard

ANS: D PTS: 1 REF: pg. 77

NAT: AACSB Analytic | Strategy

48. ____ measure such things as how customers view the organization, as well as customer retention and satisfaction.

- a. Business process indicators
- b. Financial indicators
- c. Customer service indicators
- d. Learning and growth indicators

ANS: C PTS: 1 REF: pg. 78

NAT: AACSB Analytic | Strategy

TRUE/FALSE

1. The primary responsibility of top management is to determine an organization's goals, strategy, and design, therein adapting the organization to a changing environment.

ANS: T PTS: 1 REF: pg. 58

NAT: AACSB Analytic | Environmental Influence

2. Organization direction is the administration and execution of the strategic plan.

ANS: F PTS: 1 REF: pg. 58

NAT: AACSB Analytic | Strategy

3. Before the mission is defined and goals are set, top management should assess its strengths, weaknesses, opportunities, and threats.

ANS: T PTS: 1 REF: pg. 59

NAT: AACSB Analytic | Strategy

4. Experienced managers will interpret the environment similarly and therefore end up with similar strategic goals, thus causing a cooperative situation to occur.

ANS: F PTS: 1 REF: pg. 59

NAT: AACSB Analytic | Environmental Influence

5. Goals and strategies are usually fixed and remain unchanged once top management agrees upon them.

ANS: F PTS: 1 REF: pg. 60
NAT: AACSB Analytic | Strategy

6. Strategic intent means that all the organization's energies and resources are directed toward a focused, unifying, and compelling overall goal.

ANS: T PTS: 1 REF: pg. 60
NAT: AACSB Analytic | Strategy

7. Core competence refers to what sets the organization apart from others and provides it with a distinctive edge for meeting customer or client needs in the marketplace.

ANS: F PTS: 1 REF: pg. 61
NAT: AACSB Analytic | Strategy

8. A company's core competence is something the organization does especially well in comparison to its competitors.

ANS: T PTS: 1 REF: pg. 62
NAT: AACSB Analytic | Creation of Value

9. Organizational mission and operational goals are the same thing.

ANS: F PTS: 1 REF: pg. 62
NAT: AACSB Reflective Thinking | Strategy

10. Operative goals refer to the formally stated definition of business scope and outcomes the organization is trying to achieve.

ANS: F PTS: 1 REF: pg. 62
NAT: AACSB Analytic | Strategy

11. Growth and output volume are examples of overall performance goals.

ANS: T PTS: 1 REF: pg. 63
NAT: AACSB Analytic | Creation of Value

12. A productivity goal could be stated in terms of "cost for a unit of production," "units produced per employee," or "resource cost per employee."

ANS: T PTS: 1 REF: pg. 64
NAT: AACSB Analytic | Strategy

13. Innovation and change goals are decreasingly important, even though they initially cause a large increase in profits.

ANS: F PTS: 1 REF: pg. 64
NAT: AACSB Analytic | Strategy

14. Official goals address issues pertaining to corporate legitimacy.

ANS: T PTS: 1 REF: pg. 64
NAT: AACSB Analytic | Strategy

15. A strategy is a plan for achievement of organizational goals.

ANS: T PTS: 1 REF: pg. 65
NAT: AACSB Analytic | Strategy

16. Organizations using the differentiation strategy try to distinguish their products or services from others in the industry.

ANS: T PTS: 1 REF: pg. 67
NAT: AACSB Analytic | Strategy

17. Differentiation is the strategy that is specifically designed to innovate, take risks, and above all, grow in its dynamic environment.

ANS: F PTS: 1 REF: pg. 67
NAT: AACSB Analytic | Strategy

18. In finding its competitive edge within Porters' five forces, Porter suggests that a company can adopt one of three strategies: differentiation, low-cost leadership, or focus.

ANS: T PTS: 1 REF: pg. 67
NAT: AACSB Analytic | Strategy

19. The low-cost leadership strategy is known for requiring skills based on strong marketing ability, creative flair, strong capability in basic research, and corporate reputation for technological leadership.

ANS: F PTS: 1 REF: pg. 69
NAT: AACSB Analytic | Strategy

20. A defender strategy is concerned with internal efficiency and control to produce reliable, high-quality products for steady customers.

ANS: T PTS: 1 REF: pg. 70
NAT: AACSB Analytic | Strategy

21. With the low-cost strategy, the organization concentrates on a specific regional market or buyer group.

ANS: F PTS: 1 REF: pg. 70
NAT: AACSB Analytic | Strategy

22. The reactor strategy is a strategy because it responds to environmental threats and opportunities in a strategic fashion.

ANS: F PTS: 1 REF: pg. 72

NAT: AACSB Analytic | Strategy

23. A differentiation strategy calls for a learning approach, whereas a low-cost strategy should be paired with an efficiency approach.

ANS: T PTS: 1 REF: pg. 72

NAT: AACSB Analytic | Strategy

24. Organizational goals represent the reason for an organization's existence and the outcomes it seeks to achieve.

ANS: T PTS: 1 REF: pg. 74

NAT: AACSB Analytic | Strategy

25. If an organization has well-developed goals for profitability, that is all they need for determination of their effectiveness.

ANS: F PTS: 1 REF: pg. 75

NAT: AACSB Analytic | Strategy

26. One would expect the effectiveness criteria of a football team to be affected by goal measurability.

ANS: T PTS: 1 REF: pg. 75

NAT: AACSB Analytic | Strategy

27. The internal process approach looks at the input side of the transformation process.

ANS: F PTS: 1 REF: pg. 76

NAT: AACSB Analytic | Strategy

28. The internal process approach to effectiveness utilizes both cultural and economic measures.

ANS: T PTS: 1 REF: pg. 77

NAT: AACSB Diversity | Strategy

29. The resource-based approach combines several indicators of effectiveness into a single framework, balancing traditional financial measures with operational measures relating to a company's critical success factors.

ANS: F PTS: 1 REF: pg. 77

NAT: AACSB Analytic | Strategy

30. Business process indicators measure such things as how customers view the organization, as well as customer retention and satisfaction.

ANS: F PTS: 1 REF: pg. 78

NAT: AACSB Analytic | Strategy

31. The balanced scorecard helps managers assess the organization from many perspectives so they have a better understanding of total effectiveness.

ANS: T PTS: 1 REF: pg. 79

NAT: AACSB Analytic | Strategy

ESSAY

1. You have just been hired by a large organization to serve as a first line supervisor, but because you are in an influential department, you have the opportunity to meet the top managers at a company party and to dialogue with the CEO on his responsibilities. Knowing the responsibilities and types of decisions made by top management as we studied them in organization theory, what would you discuss about the organization with the CEO?

PTS: 1 REF: pg. 58-60 NAT: AACSB Analytic | Leadership Principles

2. Explain the role of top management and why it is important.

PTS: 1 REF: pg. 59 NAT: AACSB Analytic | Leadership Principles

3. Explain strategic intent and the purpose of a mission in an organization.

PTS: 1 REF: pg. 60 NAT: AACSB Analytic | Strategy

4. Name a company that you can imagine creating. List five operative goals that would be reasonable for your company to pursue.

PTS: 1 REF: pg. 62 NAT: AACSB Reflective Thinking | Strategy

5. Contrast these types of organizational goals and give an example of each: official goals and operative goals.

PTS: 1 REF: pg. 64 NAT: AACSB Analytic | Strategy

6. What is the difference between a goal and a strategy? Give an illustration of each.

PTS: 1 REF: pg. 65 NAT: AACSB Reflective Thinking | Strategy

7. Apply Porter's model for formulating strategies to the following situation: Quebecor Printing is a Canadian-based commercial printing company that is expanding, acquiring ailing printing companies, and moving into international markets. They have completed more than 100 mergers and buyouts since 1972, and have focused on customized service by using "selective binding" to print, for example, two dozen versions of Reader's Digest for urban and regional markets. [*Hint: Use the example given to explain the aspect of Porter's model that you choose to illustrate.*]

PTS: 1 REF: pg. 65-70 NAT: AACSB Analytic | Strategy

8. List and describe Porter's Competitive Strategies. Draw these strategies in the strategy matrix.

PTS: 1 REF: pg. 65 NAT: AACSB Reflective Thinking | Strategy

9. What is the difference between a differentiation and a focus strategy?

PTS: 1 REF: pg. 67 NAT: AACSB Reflective Thinking | Strategy

10. Compare and contrast Miles and Snow's theoretical approach against Porter's theoretical approach.

PTS: 1 REF: pg. 73 NAT: AACSB Reflective Thinking | Strategy

11. In an introductory management course, the professor was quoted as saying that "organizational effectiveness is simply the degree to which the organization achieves its pre-set goals." Is she correct?

PTS: 1 REF: pg. 74 NAT: AACSB Analytic | Strategy

12. What is the specific overlap between effectiveness and efficiency?

PTS: 1 REF: pg. 75
NAT: AACSB Reflective Thinking | Operations Management

13. You are talking at a social event with a top manager of another company, other than where you work, about their effectiveness. She says flippantly, "Effectiveness is not an issue for me, because effectiveness is however I define it." Evaluate her claim.

PTS: 1 REF: pg. 75
NAT: AACSB Analytic | Operations Management

14. When would you recommend that the resource-based approach be used to gauge organizational effectiveness?

PTS: 1 REF: pg. 75 NAT: AACSB Analytic | Strategy

15. Based on the following description, place the strategy of Granite Rock Company into a theoretical context and explain its approach in "textbook terms." We know that Granite Rock tracks its actual operations in at least 40 measurable ways, each plotted and posted on graphs and charts at every plant. They survey customers to rate themselves and competitors, and aim to outperform the group average by 33%. When they don't achieve their goal, they chart the actual daily operations, and are assured that their employees will see a negative and want to do something about it.

PTS: 1 REF: pg. 75-76 NAT: AACSB Analytic | Strategy

16. Describe the internal process effectiveness measure of economic efficiency.

PTS: 1 REF: pg. 77
NAT: AACSB Reflective Thinking | Operations Management

17. Define and describe each of the contingency effectiveness approaches.

PTS: 1 REF: pg. 75-77 NAT: AACSB Reflective Thinking | Strategy

18. The new general manager of a (Broadway style) theater in San Francisco wants to assess the theater's effectiveness as an organization. Although the theater has grown because of its stylish productions, management from a business perspective has been relatively absent. Based on our study in organization theory, how should this assessment of effectiveness be approached?

PTS: 1 REF: pg. 74-79 NAT: AACSB Analytic | Strategy

19. Assume that a non-profit organization is very successful at obtaining grants to support its activities. On the other hand, it is felt among employees that a hostile work environment (one type of sexual harassment) exists. You have heard that recipients of the organization's services run the range of satisfaction with services provided. If you came in as an outside evaluator to this situation, describe and defend the method would you use for assessing effectiveness.

PTS: 1 REF: pg. 74-79 NAT: AACSB Analytic | Strategy

20. Assume that in an area university, some people feel that athletics is overly emphasized, and other feel that it is under emphasized. How would you go about measuring the effectiveness of that university relative to its athletics program? Explain.

PTS: 1 REF: pg. 74-79 NAT: AACSB Analytic | Strategy

21. Some organizations do not formally set goals. How should their effectiveness be measured?

PTS: 1 REF: pg. 76-79 NAT: AACSB Analytic | Strategy

22. Explain the balanced scorecard approach to effectiveness and its four effectiveness categories.

PTS: 1 REF: pg. 77-79 NAT: AACSB Analytic | Strategy