

Week 1 Video Episodes Exercises: Part 1

Questions:

1. The strategic planning process at CanGo can be described as
 - a. a purposeful and well directed.
 - b. deliberate and intended.
 - c. haphazard and emergent.
 - d. none of the above.
2. In order for Liz to develop a more deliberate strategic management process, she must
 - a. follow a planning process that is linear and inflexible.
 - b. establish committees to decide what the process should entail.
 - c. examine only the organization's operation.
 - d. use the strategic management process.
 - e. do none of the above.
3. Assuming that Liz decides to develop a strategic management plan, her first step would be to
 - a. assess the strengths and weaknesses of the company.
 - b. examine the structure of the company in relation to the strategy.
 - c. analyze economic, political, social, and technological market forces.
 - d. develop a vision or mission statement.

Answer Key:

- c** - Liz realizes that much of CanGo's success has had little to do with planning and more to do with "luck" and being at the right place at the right time. She can't really take credit for what has happened at CanGo and has not developed a formal game plan for CanGo.

- d** - Liz would have to make a conscious decision about how she wants to institute a strategic management process. The planning process may appear linear and inflexible; however, it is a continuous, evolving process which allows firms to shape both their planning approaches and the content of their plans to fit the organization's market perspectives and strategic positions. The methodology for deciding what the process should entail is entirely up to the owner/manager, although decision-makers from all three levels of the company (corporate, business, functional) should be included. While strategic management does analyze the firm's internal operations, it also examines the firm's external environment.

- d** - Many people might suggest that Liz should immediately try to assess her company's position in the marketplace (industry and SWOT analysis). It is clear that she needs to develop a precise vision of what CanGo is all about. CanGo needs a concise mission statement that defines who its customers are, what products and services it supplies, and how these products and services are provided.