

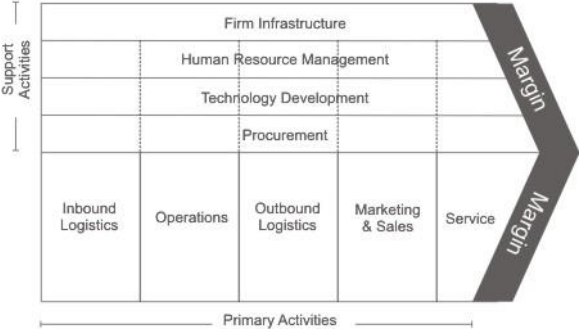
Strategic IT Planning Module – Deliverable 2.

Strategic IT Planning - Viva Questions

Your Tutor will (randomly) ask you to verbally provide the answers to (approximately, depending upon time) **any 4 questions** out of the following 20 questions.

You will be assessed on the quality and depth of your answers.

No.	Question	Answer
Week 1 – Complexity Theory		
1	Summarise the term ‘Adaptive System’ when applied business systems?	Adaptive systems are: self-regulating, self-managing and dependent of the environment (e.g. a flock of birds in flight, metal erosion, the earth’s weather etc.). <i>Google, small working groups, 3-4 people, created without HR approval requirement, revolving team leadership, and allowed the flexibility to innovate with very little management interference and constraint.</i>
2	Contrast the terms ‘Chaos Theory’ to ‘Complexity’ theories?	Chaos Theory explains the behaviour of (usually physical) systems that are: unstable, non-linear and a periodic. Complexity Theory is less mathematical than chaos theory. Complexity theory is used to describe social systems which are: un-stable, non-linear, un-predictable and a periodic. Complexity theory is an alternative to mechanistic systems.
3	Compare the expressions ‘Negative feedback’ with ‘Positive Feedback’?	‘Negative Feedback’ is a damping mechanism that is used to control or regulate a system. E.g. a household ‘Thermostat’ uses ‘ve feedback information). Linear systems use a –ve feedback mechanism. ‘Positive Feedback’ occurs in the opposite direction to a damping mechanism as instead it amplifies in the direction of change. Non-linear systems typically use +ve feedback. In fact +ve feedback explains why so many social systems are un-stable.
Week 2 – Analysis of the External Environment - Market Based View (MBV)		
4	Appraise Chandler (1962) definition of ‘strategy’?	[Strategy is] The determination of long-run goals and objectives of an enterprise, and the adoption of the courses of action and the allocation of resources necessary for carrying out these goals.

5	Summarise how ‘Porter’s Five Forces’ model could be used to analyse a particular industry?	<p>Can help find out what your competitive advantage is and how to best utilise it.</p> <p>Porter’s 5 forces are;</p> <ol style="list-style-type: none"> 1. Power of suppliers, 2. Power of buyers, 3. Threat of substitutes, 4. Threat of potential new entrants, 5. Industry rivalry amongst competition.
6	Appraise how the ‘4 – Level Strategy Hierarchy model’ may be used by different levels of management within an organisation?	<p>Corporate Strategy – by CEO & Senior Execs – Overall Company-wide Strategy</p> <p>Business Strategy – General Managers – Strengthen Market Position and gain competitive advantage.</p> <p>Functional Strategy – Adds detail to overall business strategy and provides a game plan to support overall business strategy</p> <p>Operating Strategy – Add detail to Functional Strategy, provides the game plan for managing specific lower level and day to day activities.</p>
Week 3 – Resource Based View and Strategy (RBV)		
7	Contrast the ‘Market Based View’ (MBV) to the Resource Based View (RBV) view of strategy?	<p>The Market Based View (MBV) approach used tools such as Porter’s Five Forces (P5F), Porter’s Generic Strategies, and Strategic Gap Analysis. Resource Based View (RBV) – are the internal capabilities of the organisation in formulating strategy to achieve sustainable competitive advantage in its markets and industries.</p>
8	Summarise how ‘Porter’s Value Chain’ model may be used identify the different ‘value’ adding activities with an organisation?	<p>Figure 1: Porter’s Generic Value Chain</p>  <p>The diagram illustrates Porter's Generic Value Chain as a large arrow pointing to the right. The arrow is divided into two main sections: Support Activities and Primary Activities. Support Activities are located in the upper part of the arrow and include Firm Infrastructure, Human Resource Management, Technology Development, and Procurement. Primary Activities are located in the lower part of the arrow and include Inbound Logistics, Operations, Outbound Logistics, Marketing & Sales, and Service. The arrow tapers to a point on the right, which is labeled 'Margin'.</p> <p>Porter’s Value-Chain shows different value adding activities in an organisation. It shows what an organisation does and the order in which it does it. A Value-Chain can be a helpful tool for understanding (and comparing) the difference between two organisations which appear to be functioning in similar ways in a similar sector.</p>

9	Differentiate between the 'Knowledge Based View' (KBV) to the Resource Based View (RBV) view of gaining a competitive advantage?	Resource Based View (RBV) believes that capabilities are the key to competitive advantage. Knowledge Based View (KBV) believes that knowledge is the key to competitive advantage.			
Week 4 – Stakeholder Perspective and Corporate Social Responsibility (CSR)					
10	Summarise 'Winstanley et al. (1995) Stakeholder Power matrix'?	Arm's Length Power – Stakeholder has little direct power, but some indirect power (i.e. parents or guardians) Comprehensive Power – Stakeholder has lots of power and influence (i.e. Senior Managers) Operational Power – Stakeholder has some power within certain constraints (i.e. students) Disempowered – Stakeholder has little or no power (i.e. Suppliers)			
11	Summarise the term 'Corporate Social Responsibility' (CSR) when applied to business organisations?	'a company's duty to operate in an honourable manner, to provide good working conditions for its employees, to be a good steward of the environment, and actively work to better the quality of life in the local communities where it operates and a society at large'.			
12	Critically appraise Hosmer (1994) claims regarding: <ul style="list-style-type: none"> • business ethics, • employee trust and • employee commitment 	Good business ethics ↗ Will build employee trust ↗ This in turn will build employee commitment			
Week 5 – Competitive and Corporate Strategy					
13	Apply Porter's Five Generic Strategies to the following food outlets: <ul style="list-style-type: none"> • Aldi • Morrison's • Sommerfield • Harrods' Food Hall • Tesco 	Aldi – Overall Low Cost Strategy (<i>low cost, broad market</i>) Morrison's – Broad Differentiation Strategy (<i>differentiation, broad market</i>) Sommerfield – Focused Cost Leadership Strategy (<i>lower cost, narrow market</i>) Harrods' Food Hall – Focused Differentiation Strategy (<i>differentiation, narrow market</i>) Tesco – Integrated (Best) Cost Differentiation Strategy			
14	Summarise the four segments in Ansoff's Growth vectors?	Product	Market	Growth Strategy	Meaning
		Present	Present	Market Penetration	Growth within current market with product <i>Selling more to existing customers</i>
		Present	New	Market Development	Growth in new market with existing product <i>Moving to new territories</i>

		New	Present	Product Development	New products introduced into current market <i>Technological developments</i>
		New	New	Focused Differentiation	New products in brand new markets <i>Mergers, co-operatives, vertical and horizontal integration</i>
15	Summarise the basic strategy planning process?	Define objectives ↻ Analyse, and make projections about, internal and external environment ↻ Develop strategic options and realistic strategy(ies) ↻ Implement chosen strategy(ies)			
Week 7 – Strategy Implementation, Structure and Culture					
16	Critically evaluate by giving one advantage with the Multidivisional structure (or sometimes called ‘Bureaucratic’ or M-form) (tall and flat):	The major characteristics of multidivisional (Bureaucracy) are : <ul style="list-style-type: none"> • Specialisation and division of labour. • Hierarchical arrangement of positions. • A systems of impersonal roles. • Impersonal relationships. • Selection of officials solely on the basis of technical qualifications. • Roles are appointed not elected. • Remuneration by fixed salaries. • Employee entitled to leave work at any time. • Promotion based on seniority or competence. from Senior & Fleming (2006, p. 81). ‘Tall’ Bureaucracies have <i>many levels</i> in hierarchy, but generally have a <i>more narrow span</i> of control (i.e. ‘Tall and Thin’). ‘Flat’ “ “ <i>fewer</i> “ “ “ “ “ “ “ <i>wider</i> “ “ “. (i.e. Short and Fat’).			
17	Compare organisational culture to corporate culture?	Corporate culture – refer to managers own values and their preferred way of doing things. It also includes informal work practices that have existed over time, passed on from one generation of employees to another and almost become taken for granted and almost unquestionable. Organisational Culture – is a more broader concept and may also encompass several ‘sub-cultures’ dominant in different departments within an organisation and hence almost impossible to define as a single unit.			
18	Summarise one way in which organisational culture can influence organisational performance?	Culture can influence organisational performance in the following four ways: <ul style="list-style-type: none"> • Culture can influence the way employees interact, • Can put emphasis on what type of people are selected in the future, • Promote consistency within the organisation • Reinforce commitment to strategic goals 			

19	Differentiate between the 'soft' and 'hard' circles of Johnson's (1987) 'Cultural Web' and why organisational change typically fails?	Johnson (1987) proposes a 'cultural web' for managing organisational change. Soft – intangible Hard – Tangible Johnson (1987) claims most organisational change fail because they concentrate only on the 'hard' and not enough on the 'soft' aspects.
20	Summarise Barney (1985) claims: regarding a unique organisational culture?	Barney (1985) claims: a unique organisational culture → distinct and effective organisational capabilities → superior organisational performance. Culture → people behaviour → organisational performance → strategy A strong culture which has resources and capabilities embedded within it provides a source of competitive advantage. One of the problems with a strong culture is that it may resist change.

Strategic IT Planning - Viva Mark Sheet

Student Name: <u>Richard Wilkinson</u>	Student ID: <u>S12763849</u>
Date and Time: <u>24th April 2012 (xx:xx)</u>	MSc Course Name: <u>MSc Computing</u>

Item	Accuracy (max. 4 marks)	Application of Knowledge (max. 4 marks)	Coherence and Clarity of Answer (max. 2 marks)	Sub-Mark for each Question (Max. 10 marks)
1st Viva question Number Asked				
2nd Viva question Number Asked				
3rd Viva question Number Asked				
4th Viva question Number Asked				
Total Mark for all Four Questions				Total Marks [max, 40 marks]
Total Mark as a %				[Total Mark as a %]
General Comments:				
Marked by:				