Appendix A: ASSIGNMENT COVER SHEET

35 + 5 = 40

Date Received: ……………

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Programme	MBAG-9
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15 + 8 + 12 = 35

Unacceptable!

Resubmission
Assignment number: Assignment 01
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Name of Course: Strategic and Change Management
Due date: 24 April 2017
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Question 1.1

Strengths
Fage has been around for a long time, long term people trust their products and their products have been selling well over many decades currently it is run by the grandson, Fage also has the skill.

People trust their product ,a reputation for good customer service.

Fage already has a market it can expand on it, a widely recognized market leader and an attractive customer base.

Fage has strong brand-name image and strong advertising and promotion .

Fage can diversify the product . Is this not an opportunity

Fage can add new product in the name .

Fage has a brand. So?

Fage has a reputation.

Fage has been around for long time.
People trust their products.
Fage can tackle yoghurt by diversification, different groups, different products, add in fruits then produce dairy products.
Fage can go to ice cream industry process might be different, production of milk e.g. cheese
high growth rate

Weaknesses
Access to resources
Undifferentiated products or services ?
Poor marketing and sales
No clear strategic direction

Opportunities
Potential company opportunities ? What does this mean?
Add fruits to Yoghurt, value added services Fage could expand
Fage could expand and diversify into different markets
Fage could add drinking Yoghurt
Market trends
New technologies
Focus on what other nationalities drink
Cater for the rest , outside where Fage has never catered before.
Fage can expand outside their weaknesses ,this is the opposite of weaknesses.
Diversification this refers to different to different groups and different products, adding fruits .
Fage produce dairy products. This is an opportunity ??
Fage can go to ice cream industry.
Production of milk like cheese, dairy product like tropics.
Serving additional customer groups or expanding into new geographic markets or product segments
Expanding the company's product line to meet a broader range of customer needs

Falling trade barriers in attractive foreign markets

Openings to take market share away from rival firms

This is not acceptable!

Ability to grow rapidly because of strong increases in market demand

Acquisition of rival firms

Alliances or joint ventures that expand the firm's market coverage and competitive capability

Threats:
New entrants to the market, barriers to entry is low and the market is saturated
Price wars
Competitor oligopoly or monopoly
New competition in the market, possibly with new products or services
Competitor oligopoly or monopoly

Likely entry of potent new competitors

Loss of sales to substitute products

Slowdowns in market growth Where?

Adverse shifts in foreign exchange rates and trade policies of foreign governments ?

Costly new regulatory requirements

Vulnerability to recession and business cycle

Vulnerability to industry driving forces

9

You need to reconsider this answer.
You cannot be vague like this

Avoid!

Question 1.2

To achieve Fage vision and mission , strategies are needed and to develop strategies one has to analyze Fage external environment and Internal environment. Once external and internal environment of Fage is analyzed it is important to understand the Strategic choices Fage has or in other words , what are the different Generic Strategic Options available to Fage. These options are suggested by Porter . One also needs to understand - How to implement the generic strategies? The implementation of Generic Strategies of Fage can be done through Grand Strategies .Once one is aware of the Strategic choices available , one can generate , evaluate and select a strategy for Fage organization.

Same

Porter's Generic Strategies can be used identify the strategic options available to Fage.According to Porter, Strategies allow organisations like Fage to gain competitive advantage from three different bases: cost leadership, differentiation and focus. These bases are called generic strategies. Porter called the generic strategies "Cost Leadership" (no frills), "Differentiation" (creating uniquely desirable products and services) and "Focus" (offering a specialized service in a niche market). Porter then subdivided the Focus strategy into two parts: "Cost Focus" and "Differentiation Focus."

The cost leadership strategy: Porter's generic strategies are ways of gaining competitive advantage - in other words, developing the "edge" that gets y Fage the sale and takes it away from Fage's competitors. There are two main ways of achieving this within a Cost Leadership strategy: 1. Fage can Increase profits by reducing costs, while charging industry-average prices. 2.Fage can increase market share through charging lower prices, while still making a reasonable profit on each sale because Fage has reduced costs. Remember that Cost Leadership is about minimizing the cost to the organization(Fage) of delivering products and services. The cost or price paid by the customer is a separate issue.

Simply being amongst the lowest-cost producers is not good enough. Therefore, Fage needs to be confident that it can achieve and maintain the number one position before choosing the Cost Leadership route. Companies like Fage that are successful in achieving Cost Leadership usually have: Access to the capital needed to invest in technology that will bring costs down, Very efficient logistics and a low-cost base (labor, materials, facilities), and a way of sustainably cutting costs below those of other competitors.The greatest risk in pursuing a Cost Leadership strategy is that these sources of cost reduction are not unique to Fage, and that other competitors copy Fage's cost reduction strategies. ?

The differentiation strategy: differentiation involves making Fage's products or services different from and more attractive than those of Fage's competitors. How Fage does this depends on the exact nature of company's industry and of the products and services themselves, but will typically involve features, functionality, durability, support, and also brand image that Fage's customers value. To make a success of a differentiation strategy, Fage need: Good research, development and innovation, the ability to deliver high-quality products or services, and effective sales and marketing, so that the market understands the benefits offered by the differentiated offerings.Large organizations like Fage pursuing a differentiation strategy need to stay agile with their new product development processes. Otherwise, companies risk attack on several fronts by competitors pursuing Focus Differentiation strategies in different market segments.

The focus strategy :Companies that use Focus strategies concentrate on particular niche markets and, by understanding the dynamics of that market and the unique needs of customers within it, develop uniquely low-cost or well-specified products for the market. Because companies serve customers in their market uniquely well, they tend to build strong brand loyalty amongst their customers. This makes their particular market segment less attractive to competitors. As with broad market strategies, it is still essential to decide whether Fage will pursue FOCUS Cost Leadership or FOCUS Differentiation once it has selected a Focus strategy as main approach. Focus is not normally enough on its own. ?

The generic strategies are implemented through grand strategies.Once Fage organisation has chosen a generic strategy, it should use one or a combination of the grand strategies to "implement" it with. There are three categories of grand strategy: growth strategy, decline strategy, corporate combination strategy.Growth strategy is divided into concentration, market development, product development, innovation, integration and diversification.

Concentration Growth Strategy in this strategy, a Fage directs its resources to the profitable growth of a dominant product, in a dominant market, with a dominant technology. For a firm like Fage, concentration strategies are very sensible. These strategies involve trying to compete successfully within only a single industry. McDonald's, Starbucks, and Subway are three firms that have relied heavily on concentration strategies to become dominant players.

Market Development Growth Strategy this strategy consists of marketing present products, often with only cosmetic modifications, to customers in related market areas by adding channels of distribution or by changing the content of advertising or promotion. Market development involves taking existing products and trying to sell them within new markets. One way to reach a new market is to enter a new retail channel. Example starbucks sells beans and bottled drinks in grocery stores. Apple by allowing customers in Starbucks stores to directly connect to ITunes. Customers are offered free download.

Product Development Growth Strategy this strategy involves the substantial modification of existing products or the creation of new, but related, products that can be marketed to current customers through established channels. Product development involves creating new products to serve existing markets. Example - In the 1940s, Disney expanded its offerings within the film business by going beyond cartoons and creating movies featuring real actors. More recently, McDonald's has gradually moved more of its menu toward healthy items to appeal to customers who are concerned about nutrition.

Integration growth strategies include horizontal and vertical Integration. Horizontal Integration in this term strategy, there is growth through the acquisition of one or more similar firms operating at the same stage of the production-marketing chain which is the dairy products . Such acquisitions eliminate competitors and provide the acquiring Fage with access to new markets.

Vertical Integration-Fage aim in this strategy is to acquire firms that supply it with inputs such as raw materials or are customers for its outputs such as warehouses for finished products. When supplying firms are acquired, it is called Backward Vertical Integration. When output firms are acquired, it is called Forward Vertical Integration. Other example related to this case study the iPhone and iPad have hardware and software designed by Apple, which also designed its own processors for the devices. This integration has allowed Apple to set the pace for mobile computing.

Diversification Growth Strategies includes concentric and conglomerate diversification. Concentric diversification this strategy involves the acquisition of businesses that are related to Fage or the acquiring firm in terms of dairy products, markets or technology. With this strategy, the selected new businesses possess a high degree of compatibility with Fage current businesses. Other example related to this case study PepsiCo adopted a related diversification strategy when it broadened its product line from soft drinks to fast food franchises and snack foods, Fage can use the same method.

Conglomerate Diversification in this strategy, a firm, particularly a very large one, plans acquire a business because it represents the most promising investment opportunity available. The principal concern of Fage or the acquiring firm is the profit pattern of the venture, rather than creating product-market synergy with existing businesses. Example - ITC a tobacco company entering into hotel business.

The strategic options available for growth of Fage involve growth of the Fage business in terms of organic growth (internally in size) needs expansion via market share that is increased. Available options are include starting to serve new markets and addition of new products for example finding new customers by penetrating the existing market and of course adding new services and products to service existing customers better.

Growth of the Fage business via external growth which is the acquisition of additional businesses this implies buying unrelated or related ventures so that Fage can enlarge the business operations.
A strategy of retrenchment this is the opposite of strategy of growth needs specific operations to be eliminated or scaled down. Another strategic options are stability and combination .Stability strategy is followed if the owner of Fage does not need to grow the total operation. Growth needs capital investment. Combination strategy can be any combination of the retrenchment, stability strategies and growth.

Strategies of best-cost provider are appropriately regarded as a kind of hybrid strategy.
Hough et al (2011:159)... suggest that a strategy of best-cost provider is working best in markets where buyer diversity makes differentiation of product the norm, in addition where numerous buyers are sensitive to value and price of Fage dairy product, the options of strategy being: a high quality product at a slightly higher or average price. Medium quality product at a price below-average. Note that in this case study a winning strategy, should all the time be matched to a Fage resource capabilities and strengths.

There are other issues that can impact the selection of an initial strategy for Fage business venture aimed at competitiveness and growth which are environmental changes, alliances, linkages, learning-curve effects and economies of scale.

It would have been better if Fage could merge, this is when two companies coming together for example metro-politan, momentum coming together MMI now, both companies coming together. It would have been better if Fage could sell the entire company to Danone. Acquisitions is when one company either buys the entire company or at least majority of stake in the company (Mullane, 2002:58).

Cross holding when one large company that buys significance shares in company B, significance shares in company C and then Fage tries to bring them together. The shares are cross out by a holding company. Going outside the USA, other countries, diversify the product, Add new product in the name. ?

Large cash cow unit needs different management system from the unit experiment, Fage can diversify into different products, in terms of diversification into different products . The company can be sold because it is a strategic option, because it is a direction for looking out for Fage. Fage could lower the prize in catering for higher LSM you could come down, it would have been better if Fage could lower price and make it more affordable (Mason, 2007:208).

The fact that yoghurt is extremely creamy, one could assume that it is highly priced. Fage can succeed if turns it to a drinking product, something that has a higher water milk content as opposed to something that is thick and creamy. It would have been better if Fage could turn it into frozen yoghurt. Top it up with fruits or add it to cereal and sell it as a mixed. If It would have been better if Fage did go to Kellogg's and say Kellogg's mine is the best tasting why don't Kellogg's top up your Kellogg's with yoghurt product in terms of pre-packed, for daily options on the go, Woolworths has it. Fage is going to an established market and say to the established market Fage has a product that sells well, you have a product that sells well and people may eat your product with yoghurt product then Fage puts it together pre-pack it, put it on the shelf and test it, that could be one of differentiation. It would have been better if Fage could change the packaging. Attract and sell it to the school kids attract the different age, diversify into different area, going to other ethnic groups ?

Hodgkinson (2002) states that it is common for the executives of business-unit to have a feeling that Fage must be allowed to utilize the money it generating to strengthen their position, rather than denying

Strategic options?

themselves for benefit of an activity that is small and upstart. In some cases, business-units are required to avoid risks (or incur risks) because by doing that assist the company's balance. Synergy might need a business-unit to stop creating its own raw materials or prepared opportunism might request an expansion that is extremely expensive from the viewpoint of the unit. ?

4

Acknowledge sources of information

You need to be more concise!

You cannot "lift" information like this and "paste" it as your own words.

Focus on answering the question!

Identify ??

Question 1.3

Fage wants to diversify in terms of age group and cater for none Greek people this is how we would do it for *example packaging. Different ethnic and nationality,* Fage wants to go outside the USA, Fage wants to go to other areas of Europe, Fage wants to go to South America that is a market that Fage has identified. Here Fage wants to tackle growth, Fage wants to tackle market expansion or still want to cater for specific Greek market.
Mullane (2002:45) argues that there is also expansion option, strategy is about where Fage is going to, it is visionary but before Fage puts a course of action. What course of action is Fage planning to go, Fage needs to know where it is heading, are heading from point A to B, then point B to D. It must be indicated where exactly as a strategists and change ~~agent want to take~~ this company. It would have been better if Fage could take this company from growth perspective and growing into other countries, and cater for other ethnic group.
Fage could cater for the same market but can take the product to somewhere else, to large Greek community, Fage can take it to other parts of the world, there is a Greek community, Fage still keep the ethnic nationality but want to expand to boarders. Fage is going to take the product into strategic measures, or want to attract different age group in terms of market segmentation. Differentiation, Blue ocean, Scenario planning looking at 2 options if Fage goes left what would happen and if Fage goes to right what would happen Fage takes flags in terms of moving in certain direction and what is the benefits or probability if Fage moves in another direction that is called scenario planning.

Blue Ocean Strategy: Market is shared the market in 2 parts: blue and Red oceans. Blue oceans indicate *non existing markets with market spaces that are unknown. While Red oceans are in current existing* markets, known market spaces. Companies which create strategy of blue ocean analyze the market and develop a new product, need and service that is adapted well to the demand of customers. Red oceans are more saturated, and 1 of the solutions for organizations is to leave such oceans by acknowledging the challenges of blue ocean strategy.

Blue ocean is a strategic space in which first entrant can develop the demand, product, rules and it can on a perspective of a long term be highly beneficial. Of course by repairing all the criteria, competition will be irrelevant. However, developing a blue ocean needs good risk-management, analysis, and also money. Idea of Blue Ocean strategy is to develop a blue ocean is important for organization who want to 'move on'. Many factors as market shares, prices, innovation, technology and globalization are factors that make organizations to select their best solution: a strategy of blue ocean.

The strategy develops a new head and demand in other direction from competition. Because of blue ocean strategy, organization such as Nokia develop new undisputed market space where Nokia may sort out all the criteria, factors and rules that can impact the market. Companies create and innovate a value jump that makes competition not relevant. Few reasons to create a strategy of Blue Ocean are: Commoditization of products and services, brands are more and more similar so the selection is based on the, price, Regulations and norms, Niche markets disappearance, Low profit margins, Price wars, Globalization, and supply exceeds demand in many industries.
Once Fage has chosen a generic strategy, it should use one or a combination of the grand strategies to "implement" it with . There are three categories of grand strategy: Growth strategy, decline strategy and corporate combination strategy.
There are a number of methods that Fage can follow to ensure the achievement of strategies

Cooperation among Competitors: Strategies that involve cooperation between competitors are becoming more widely used. For this arrangement to work, both parties need to bring "something unique" to the table (technology, distribution and so on). Trust is essential for these cooperative

FAGE

arrangements. Organizations like Fage enter into alliances primarily to avoid investments as companies are more interested in reducing the cost and risks of entering new businesses or markets than acquiring new skills.

Joint-Venture/Partnering: When two or more organisations form a temporary partnership, it is called a joint venture. A separate organisation is formed and they have shared equity ownership of the new entity. "Joint ventures and partnerships are often used to pursue an opportunity that is too complex, uneconomical, or risky for a single organisation to pursue alone" ?

Merger/Acquisition ?

Mergers occur when two organisations of about equal size unite to form one organisation. An acquisition is when a large organisation purchases a smaller organisation (or vice versa).

These are options ?

First-mover advantages

When an organisation enters a new market or develops a new product or service before a competing organisation can do so, the benefits derived from doing so are called "firstmover advantage".

3

Outsourcing

Organisations can outsource functional areas of the business including human resources, information systems, payroll, accounting, marketing and so on.

Answer the question!

You were required to recommend, with reasons, a course of action for Fage from the options identified in Q1.2

This is not acceptable: "Lifting" information and "pushing" it as your own work is not allowed. Your answer lacks focus and coherence!

Question 2.1

Tools Fage must employ tools of management that can deal with the stress of change. Implementation Tough Mudder should speed up implementation plan via strategic links to individual and team goals. Framework ensuring that each and every employee of Tough Mudder is working in the similar framework. Changing approach utilize Tough Mudder or organization global approach to change the systems of global business systems. Empowerment Tough Mudder must empower all its employees towards the strategic objectives and goals of the company. ?

Management techniques it is important that Tough Mudder establishes the techniques of management needed from managers in the company. Consistency Tough Mudder should ensure that all its employees acknowledge the strategic implementation of their positions. ?
Change management Tough Mudder should evaluate the change required and ensure a clear plan of change management. Tough Mudder must utilize decision-making by ensuring that system involves guidelines for daily decision-making processes.

Tough Mudder mst deal with conflict management by reducing conflict by ensuring a system that improves empowerment. Tough Mudder must use competitive advantage this means Tough Mudder must ensure that the competitive environment is evaluated to give a competitive advantage for the organization. Tough Mudder must include a process of budgeting that depends on intelligent decisions. Outcome measures objectives of Tough Mudder system must be quantifiable and focused to ensure success. ?

Tough Mudder should allow executive development by ensuring that a developmental strategic orientation approach for executive management. Tough Mudder executive team should ensure that the executive team approach serves a cross-functional model for teamwork. It is important to remember that the strategy should always result in some sort of competitive advantage at the end of it. An organization should be able to achieve competitive advantage as a result of the strategy followed. According to David (2011:37), strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable and organisation to achieve its objectives. The aim is to integrate all other functional management areas in order to achieve organisational success. ?

Strategic Management is both an art and science. Art because it requires and uses the skills, knowledge, experience and expertise of different managers to make decisions which can be subjective in nature.It's science because it uses the models, theories and matrices to formulate and implement strategies. Relevance

In applying strategic management to ensure competitive advantage, organisations must be proactive by initiating and influencing activities that will provide them with control over their own destiny. Applying strategic management also assists organisations to formulate better strategies by being more systematic, logical and rational. ?
Tough Mudder events are hardcore obstacle courses designed to test your all around strength, stamina, mental grit and camaraderie. With the most innovative courses, over one million inspiring participants, and more than $5 million raised for the Wounded Warrior Project, Tough Mudder is the premier adventure challenge series in the world. But Tough Mudder is more than an event; it's a way of thinking. By running a Tough Mudder challenge, you'll unlock a true sense of accomplishment, have a great time discover a camaraderie with your fellow participants that's experienced all too rarely these days. ?
While a Harvard MBA student, Dean entered Harvard Business School's annual business plan competition using Tough Guy, a UK obstacle race based on British Special Forces training, as the basis for his plan. On graduating from Harvard Dean and Livingstone launched their first Tough Mudder event in May 2010 attracting 4500 participants(Denton, 2001:40).

Write in the third person

2

Which question are you answering here?

Avoid!

Question 2.2

This question deals with the challenges ,opportunities and adaptation of Tough Mudder .Tough Mudder 's vision is the dream, goal ,aim to be achieved and Tough Mudder 's mission is the purpose of the existence of business or what business is Tough Mudder in? . To achieve the vision Tough Mudder needs strategies, hence Tough Mudder must know how to develop strategies. The first step in development of strategies is to analyse the external and internal environment including competitor analysis and an analysis of all the important stakeholders. Having done these analysis the Tough Mudder 's strategists looks at the Generic Strategies suggested by Porter. These Strategies are - Cost Leadership, Differentiation and Focus which is cost focus and differentiation focus . These generic strategies are implemented through grand strategies - growth, decline and corporate combination strategies. A three step or stage strategy formulation framework is suggested to arrive at a decision regarding an appropriate strategy. Once the Tough Mudder 's strategists formulate and select the strategies, the next step is to implement these strategies. The functional managers of Tough Mudder would implement the strategies formulated and developed by the top management. Functional managers may consider McKinsey's 7-S model for the same(Denton, 2001:76). ?

?

The implemented strategies needs to be monitored and evaluated. Balanced score card may be used for the purpose .However the biggest challenge in implementing a new strategy is to manage the change that may happen as a result of implementing the new strategy. Employees may resist the change.To manage the change , several models are suggested like Kotter's 8-Step Change Model & Force Field Analysis. Let's discuss these two change models . ?

The force field analysis:Force Field Analysis is a technique that can be used for evaluating those influences supporting a change and those opposing it. In any situation there are both driving and restraining forces that influence any change that may occur. These forces can be positive, urging us toward a behavior, or negative, propelling us away from a beneficial behavior. ?

? Driving Forces: Forces that influence a situation, pushing in a particular direction: Forces tend to initiate a change and keep it going. In terms of improving productivity in a work group, pressure from a supervisor, incentives, frustration with the current way of doing things such as paper documentation and competitive or social demands are examples of potential driving forces. Restraining Forces are forces that act to restrain or decrease the driving forces - they make it difficult to move a change forward. Apathy, prohibitive cost, hostility, technology illiteracy and poor maintenance of equipment are examples of restraining forces which can inhibit change and may restrict productivity. Equilibrium is the status quo or the present level of Tough Mudder's productivity, and can be disrupted or fortified by changes in the relationship between the driving and the restraining forces. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces(Kaplan et al., 2005:89). ?

favourable

? For change to happen the status quo, or equilibrium must be upset - either by adding conditions favorable to the change or by reducing resisting forces. Whenever driving forces are stronger than restraining forces, the status quo or equilibrium will change ?

Tough Mudder's must utilize the second and most widely used and accepted change management model - Kotters 8-step change model. This reinforces r discussion around the challenges associated with organisational transformation and changes. Based on extensive research, Kotter developed an eight-step model for organisational change (Hodgkinson, 2002:156).

Step 1 Create Urgency: For change to happen, it helps if the whole organization or Tough Mudder really wants it. Develop a sense of urgency around the need for change. This may help Tough Mudder's strategist spark the initial motivation to get things moving. If many people start talking about the change you propose, the urgency can build and feed on itself.

Step 2 Form a Powerful Coalition: Convince people that strategic change is necessary. This often takes strong leadership and visible support from key people within your organization. Tough Mudder's strategist can find effective change leaders throughout the organization.

?

Step 3 Create a Vision for Change: When strategist first start thinking about strategic change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember.

Step 4 Communicate the Vision: What strategist does with Tough Mudder's vision after creating it will determine company's success. Tough Mudder's message will probably have strong competition from other day-to-day communications within the company, so strategist need to communicate it frequently and powerfully, and embed it within everything that it is done.

Step 5 Remove Obstacles: If strategist follows these steps and reach this point in the change process, strategist has been talking about vision and building buy-in from all levels of the organisation. Hopefully, the staff wants to get busy and achieve the benefits that strategist has been promoting. But is anyone resisting the change?

Step 6 Create Short-Term Wins: Nothing motivates more than success. Strategist must give Tough Mudder a taste of victory early in the change process. Within a short timeframe this could be a month or a year, depending on the type of change; strategist will want to have results that the staff can see. Without this, critics and negative thinkers might hurt the progress.

?

Create short-term targets not just one long-term goal. Tough Mudder's strategist wants each smaller target to be achievable, with little room for failure.

Step 7 Build on the Change: Many strategic change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long term change.

Step 8 Anchor the Changes in Corporate Culture: Finally, to make any change stick, it should become part of the core of Tough Mudder. Tough Mudder's corporate culture often determines what gets done, so the values behind vision must show in day-to-day work.

3 Mm

Challenges, opportunities, Adaptation?

You have not answered the question

Question 2.3

Will Dean have entered Harvard Business School 's annual business plan competition using Tough Guy, a UK obstacle race based on British Special Forces training, as the basis for his plan. On graduating from Harvard Dean and Livingstone launched their first Tough Mudder event in May 2010 attracting 4500 participants. Transformational leaders "energize others with visions and strategies of how to refocus and revitalize the larger organization so that change meets people "enduring needs". Transformational leaders challenge and inspire with a sense of purpose and excitement and create a vision and communicate it while accepting feedback and suggestions.

Relevance

Makes subordinates aware of their own needs for personal growth, development, and accomplishment and motivates workers to work for the good of the organization, not just for their own personal gain or benefit. Makes subordinates aware of the importance of their jobs are for the organization and how necessary it is for them to perform those jobs as best so that the organization can attain its goals. Stimulate and inspire their followers to achieve extraordinary outcomes and, in the process, develop their followers' own leadership capacity. Characteristics of Transformational Leaders include idealized Influence: provides vision and sense of mission, instills pride, gains respect and trust. Inspiration: communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways (Robbins et al, 2012:21). Write in full the first time

Intellectual Stimulation: promotes intelligence, rationality, and careful problem solving. Individualized Consideration: gives personal attention, treats each employee individually, coaches, advises.
The prime assumption is; that people will willingly follow a leader who inspires them. The vision and passion of one man can transform his followers and together can achieve great things. Energy and enthusiasm are the tonics that get things done.

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Transformational leadership serves to enhance the motivation, morale, and job-performance of followers through a variety of mechanisms; these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance(Hodgkinson, 2002:57).

Relevance?

Transformational Leadership possess extensive on performance, productivity, job satisfaction, stress and morale. It aims to inspire and simulate followers to obtain wonderful results and in the meantime develops followers own capacity of leadership. The role of transformational leader is to motivate followers to connect to vision of the leader and share the value of the leader. Transformational leader causes employees under the authority aware of significance of their work are for the company and how important it is to do those jobs in the best way so that the company can achieve its objectives and goals. It encourages employees to work for the well of the company, not only for their own benefits and personal gain. Causes employees under the authority aware of their accomplishment, development, and their own needs for personal growth.

Transformational leader develops a vision and share it with others in the meantime taking suggestions and feedback. Transformational leader encourages and challenge with an idea of excitement and purpose. Transformational leaders excite others with strategies and vision of how to revitalize and refocus the bigger company so that change meets people needs. Leadership is an impact relationship between followers and leaders who plan outcomes and real changes and that are reflecting shared purposes. Leadership includes integrity, personal responsibility, followers, intentions, shared purpose, change, and influence (Mason, 2007:53).
Nowadays managers must also be leaders, managers have an obligation for the output of their subordinates. To achieve the 'what and by when', leaders should give members of the team the resources and wherewithal essential to achieve their jobs satisfactorily. Hierarchy is not only about reporting to one another. Leadership

has to do with developing a stream that has value, where leaders provide value to decision-making and problem-solving of their teams. The success of the managers relies on their capacity to support, lead and give resources so followers can be able to achieve their goals. Nowadays organizations are more horizontal and frequently virtual in nature and are totally different from traditional companies of the previous century.

Types of technology, supported by automated procedures and processes, and information systems, control work-flow nowadays, and have allowed organizations to communicate more efficiently and effectively than before. Most goals may be achieved with a smaller amount of people, virtually removing the old business models. Emotional Intelligence and Leadership: Solid decision-making, critical thinking, effective communications and relationship building are at central of being a leader that is effective, this requires a high emotional intelligence level (Fernandez, 2014:37).

Elements of leadership: Vision, strategic direction and focus –real skill is aligning people to it. Social architects in creating relationships, shaping culture and values and leading change-reciprocal relationships. Involves exercise of influence not coercion. Not only found at top, but all levels.Clear goals, don't know where you are going you are unlikely to get there. Transformational Leadership has the biggest impact on morale, motivation, stress, job satisfaction, performance and productivity. Leadership behavior focus on vision, strategic development and initiatives. This is a leader that wants to achieve organizational goals ,this leader takes risk and breaks the rules. Transformational leader seeks truth ,gives credit to his followers he takes blame when things go wrong this leader is concern about doing what is right. Transformational leader provides direction for new roads and uses conflict(Robbins et al., 2012:63).

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Relevance ?

Transactional Leadership this is leaders who motivate or guide their followers in the direction of established goals by clarifying task and role and requirements. Use their coercive powers and reward to influence performance that is high they exchange rewards for performance and punish failure.
Depending on the concept of exchange between group members and leader .Leader gives rewards and resources in exchange for task accomplishments ,effective goal , productivity or motivation.
Transformational leader manages current issues and problems. Focus on procedures and efficiency and is also focus on working to rules and contracts.

Transformational leaders assist followers to develop and grow by responding to followers individual needs by empowering them and aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization. Transformational leaders role is to inspire followers to share the leaders' values and connect with the leader's vision and these leaders energize others with strategies and visions of how to revitalize and refocus the larger organization so that change meets people needs
These leaders challenge and inspire with a sense of purpose and excitement, create a vision and communicate it while accepting feedback and suggestions. Makes subordinates aware of their own needs for personal growth, development, and accomplishment. Motivates workers to work for the good of the organization, not just for their own personal gain or benefit and makes subordinates aware of the importance of their jobs are for the organization and how necessary it is for them to perform those jobs as best they can so that the organization can attain its goals (Denzim et al., 2003:72).

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A good leader will be able to adapt her or his leadership to the goals or objectives to be accomplished. The process by which a person exerts influence over others, to willingly and enthusiastically, inspire, motivate and direct their efforts, abilities and activities towards achieving group or organizational goals. Leader is an individual who is able to exert influence over other people to help achieve group or organizational goals. Leadership is the ability to influence a group toward the achievement of goals. Poor leadership costs RRRR in terms of stress related absence, and has enormous cost in terms of individual health and psychological wellbeing. Increased focus on leadership development and assessment in our Corporate Performance Assessment. Leadership is the single biggest factor that drives change and organizational improvement (Mullane, 2002:56).

3

You cannot "lift" information like this even if you acknowledge the source(s)!

Have you answered the question? Characteristics?

Question 3.1

Having implemented the strategies, the role of the management is to ensure that the strategies are effective and hence needs to be evaluated. Environments change and it is therefore necessary to systematically review, evaluate and control the execution of strategies. Timely evaluations can alert management to potential problems before they become critical.

The 4 criteria for evaluating strategy : ?

Consistency:Aimed at determining whether the external strategies are consistent and supported by the various internal aspects of the organisation. A strategy must not indicate inconsistent policies and goals . Interdepartmental bickering and organizational conflict are frequently managerial disorder symptoms but in addition such issues can be a strategic inconsistency sign. 3 guidelines assist to establish whether problems of the organization are caused by inconsistencies in strategy: When problems of management persist in spite of personnel changes and when problems frequently behave in issue-based instead of people-based, then strategies could be inconsistent. When success for 1 department of the organization refers to, or is interpreted as a , failure for the other department, then strategies could be inconsistent. When policy issues and problems persist to be put to the top for resolution, then strategies may be inconsistent (Erasmus et al., 2005:322).

2.*Consonance: Strategies should be in agreement with the various external trends (and sets of trends) in the* environment. Focus on all the major trends that impact the selected strategy - both positively and negatively - is important.Consonance is referring to strategists need to examine sets of trends, and also individual trends, to evaluate strategies. A strategy should indicate a response that is adaptive to external environment and to critical changes taking place within it. 1 difficulty in matching Nokia's key external and internal factors in the strategy formulation is that many trends are the outcome of interactions between another trends. For e.g. the daycare explosion came about as linked outcome of various trends that involved increased inflation, an increase in females in the workforce and a rise in average education level . However one demographic or economic trends may be appearing steady for number of years, waves of change are going on at the level of interaction.

3.Feasibility: Requires an investigation into whether the strategy isreasonable in terms of the organisation's resources. A strategy should neither create subproblems that are unsolvable nor overtax resources that are available. The final broad strategy test is its feasibility that is the strategy be attempted within the human, physical and enterprise financial resources. The business financial resources are the simplest t to quantify and normally are the first limitation vis a vis evaluated strategy. This is forgotten sometimes, nevertheless, that innovative approaches to financing are often possible(Kaplan et al., 2005:74).

Relevance?

Devices, like sale leaseback arrangements, captive subsidiaries and tying plant mortgages to contracts of long-term, all have been utilized in such a manner as to achieve a desired result to help win crucial positions in industries that are suddenly expanding. A smaller amount of quantifiable, but actually ~~more firm, strategic~~ choice limitation is that unwelcome by organizational capabilities and individual . When doing strategy evaluation , it is essential to inspect if *a company has previously demonstrated* that it possesses the talents, skills, competencies and abilities required to convey a strategy that is given(Denzim et al., 2003:55).

4.Advantage: Relates to whether the strategy creates and / or maintains a competitive advantage .A strategy should provide for the maintenance and/or creation of a competitive advantage in a chosen activity area. Competitive advantages usually are the outcome of superiority in 1 of 3 areas: 1 resources, 2 skills, or 3 position. Idea that the positioning of one's resources may improve their joint effectiveness is close ?

association to diplomats, chess players and military theorists. In addition position may play an important role in strategy of Nokia.

When obtained a good position is defensible that means that it is costing a lot to capture that competitors *are discourage from full scale attacks. Positional advantage is tending to be self-sustaining while the* environmental factors and key internal which underlie it continue to be stable. This is the reason firms that are entrenched may be quite impossible to unseat, though when their level of raw skills are only average. However not every positional advantages are connected with size, it is true that bigger organizations like Nokia may operate in markets and utilize procedures that turn their size into advantage, on the other hand smaller companies attempt to find market/ product positions which can exploit another types of advantage. The main characteristic of good position allows the company to secure advantage from policies which could not similarly benefit competitors without the same position. Hence in evaluating strategy companies like Nokia must inspect the nature of positional advantages connected with a given strategy Goldman (1970)

4

You have not answered the question! 4 "criteria"?

You continue to "lift" and "paste" (mostly irrelevant) information.

This is not acceptable, even if you acknowledge the source!

Question 3.2

Strategist would attempt to have senior team lead meeting, a teleconference and say this is coming ,this is what we may be doing and then following it up later by an email in a different format ,depending on the geographical size or the size of the organization ,if the organization has one geographical office . Strategist would call them in a room and have the discussion with them ,in the room first ,then followed by email to everybody else and basically groom senior team of what to say and what not to say because the wrong message causes the collapse (Goldman, 1970:63).

This is not a conversation

Would the Strategist have sent that memorandum if it is were the CEO, no maybe just change the wording for positive outcome. The option of rather than sending it to the Nokia is worldwide, it becomes difficult demographically ,having a technology that is having a meeting a skype or conference call with the senior management before sending a mail saying this is what is going on ,the rumors already went out in a research there is a comment that, that document would fail eventually, leadership structure was not appropriate looking at the case ,current case whether it was a correct step or not yes email, and also use a different approach .

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From a strategy perspective, Elop decided that radical strategic change was required. The difficulty was that any admission of problems would potentially harm Nokia 's business and reduce morale within the company. But he decided to go ahead: the situation was too serious. He concluded that there was a lack of accountability in many parts of the organization. The message pointed out that Nokia was years behind 'its rivals and the gap would increase unless a huge effort 'was made to transform the company (Erasmus et al., 2005:322).

Avoid

The first iPhone shipped in 2007, and some still do not have a product that is close to their experience. Android came on the scene just over two years ago, and this week took our leadership position in smartphone volumes. Unbelievable. Comparing the company to an oil worker on a blazing oil platform, people are still standing on a burning platform and must decide how they are going to change behaviors. People have multiple points of scorching heat that are fueling a blazing fire around us.

3

Answer the question in your own words

Question 3.3

Internal environment or culture involves Leadership and cultural change, changing organisational. Culture, *promoting innovation, manifestations of culture and nature of organisational culture.*Nature of organisational culture is the part of interpretive for organisational behaviour: It provides direction explains, sustains cohesion, energy and commitment. It is a system of assumption, shared values, norms and beliefs uniting members of the organisation. It is the oil that keeps them moving(binds the disparate parts).It deals with the way organization does things around its environment. Manifestations of culture involves ceremonies, rites, stories and symbols(Erasmus et al., 2005:46).

Ceremonies is the rites system that are performed in conjunction with single event or occasion. Rites is relatively planned, elaborate, dramatic activity set that is intended to channel cultural values to participants and, normally an audience.Stories: Narrative depends on events that are true, that can be elaborated to emphasize intended value.Symbols quality , event, act or object serving as a vehicle for emphasize meaning.Change of organisational culture because it involves beliefs and norms, fairly stable values and assumptions organisations could be difficult to change. Approach to changing culture include closing culture gaps, Identifying culture gaps, establishing new norms, articulating new directions and surfacing actual norms(Denzim et al., 2003:34).

Internal environment or culture deals with changing culture of the organisation this is difficult because of need to change behaviour and values.Leadership and cultural change leaders must channel need for change and provide new vision and motivate key employees. Strategy steer organisational structure and should fit the organisational culture. Culture is depending on the shared values and is mostly impacted by leadership style. Super-ordinate goals or Shared values the organisational core values that are indicated in the organisational ethics and corporate culture. Nurture and determine a strategy improving corporate culture(Goldman, 1970:65).

The 'soft' elements are shared skills, style ,values and staff. The 'soft' elements are more impacted by culture and are less tangible. People that favour a behaviour and culture focus, that involves data-free planning depends on a vision which can develop cognitive dissonance. This can assure an organisation that is more energised that can shift towards realising its dream, idealised position. Organisational learning, the viewpoints and theories and of Peter Senge and other people, are involved in the creating of such strategic insights. Organizational culture that is appropriate involves cultural change, Corporate culture, weak and Strong cultures.

Fernandez (2014:35) argues that It is essential to analyze culture, behavior and structure, of organization. Management must provide (human and financial) resources for change. Provide assistance to change agents. Create new skills and competencies by presenting more coaching and training . Reinforce behaviour that is desired by combining rewards like bonuses to a specific kind of progress or activity. Recognise top performers, reinforce and shape a new culture that fits with the revitalised organisation. A consultant may probably not, without time-consuming and exhaustive study or actual participation in the client organisation, learn more about the organisational culture, to recommend reliable new courses of action. Thus, unless remedies are worked out jointly with organisation members that knows what may and may work in their culture, remedies like these are possibly either to be resisted or to be wrong because they come from an outsider. Managers must align the culture with vision and create buy-in, they must reinforce and provide recognition and the new culture.It is essential that culture and strategy work together.

Culture may restrain management of strategy in 2 ways: Culture may impact functional areas and cause inability to adapt to change, lack of co-ordination and barriers to communication. Managers often miss the importance to change external conditions because they are blinded by strongly beliefs that they hold and, if previously a specific culture has been effective, the natural response is to stick with it in the future. Leaders must be mindful when it comes to handling highly diverse teams. Sometimes international assignments provide leaders with cultural challenges. International assignments need the manager to function within a foreign culture. Leaders must anchor the changes in corporate culture(Mason, 2007:25).

A vision may be defined as inspirational description of what a company may like to accomplish or obtain in future. It 's intention is to assist as a clear guide for selecting future and current courses of action.
A vision is a dream. It 's a hope or idea of where the company wants to be in the future. This is created with the best interests of stakeholders in mind. It defines desire for the future and explains where the company is intending to be in the future. A vision statement must fulfill the following requirements: It must coordinate with organization's values and culture(Kaplan et al., 2005:87).

Write in the third person

It should be clear and should be unambiguous. That means delivering value to our shareholders while ~~working to lessen our impact on the planet~~. To make every change stick, it must become part of the core of any company. Corporate culture frequently establishes what is done, so the values behind company's *vision should indicate in day-to-day work. Socio-cultural factors provide the* culture of the society that a company is operating within. Such factors can involve distribution of wealth and social classes, level of education, population growth rates, age distribution, demographics, lifestyle and living conditions .
Creating a Strategy-Supportive Culture when choosing a new strategy, strategists must be aware of the current culture of the organization and creating based on the existing aspects.(Goleman, 1996:98). ?

Culture that is a negative aspects must be recognized and changed accordingly. Strategy to improves culture of the an organization involves mentoring, restructure, promotion, transfer, training , recruitment and so on.It shows these elements as useful in combining culture to strategy: promotion criteria, status systems and explicit reward, deliberate coaching , teaching and role-modelling by leaders. Designing of physical buildings facades, spaces.Formal statements of organizational creeds, charters, philosophy, etc.(Fernandez, 2014:88).
Integrating Strategy and Culture: Relationships between the activities of the business of a company may best be describes by concentrating on the culture of the organization that influence on how well a company functions. The organizational culture term means to:The normal culture within a company indicate a set of values ,norms and beliefs together with symbols that indicate the character that is unique for a company and give the context for action by it and in it.Culture in a manner that is so delicate shaping the workplace and may be either a weakness or strength in a company .It is essential that a culture and strategy work hand in hand(Goleman, 1996:98) .

5

Answer the question!

Facilitator?

Inhibitor?

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