



NATIONAL OPEN UNIVERSITY OF NIGERIA
Plot 91, Cadastral Zone, Nnamdi Azikiwe Express Way, Jabi - Abuja
FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF ADMINISTRATION
OCTOBER/NOVEMBER EXAMINATION 2016

COURSE CODE: BUS804

COURSE TITLE: STRATEGY AND STRUCTURE

CREDIT UNIT: 2

INSTRUCTION:

- 1. Indicate your Matriculation Number clearly**
- 2. Attempt question one (1) and any other two (2) questions - three questions in all**
- 3. Question one (1) is compulsory and carries 30 marks, while the other questions carry 20 marks each.**
- 4. Present all your points in a coherent and orderly manner**

TIME ALLOWED: 2Hrs

1. a. Differentiate between Organizational Climate and Organizational Culture [10 marks]
b. What is Organizational Culture Inventory [OCI]? Mention three information types that can be generated from an OCI [7 marks]
c. List and explain four elements that can be used to describe or influence organizational culture according to Gerry Johnson's (1988) description of cultural web [13 marks]

[Compulsory, 30 marks]
2. a. What is a competitive strategy? [5 marks]
b. List and discuss the three generic competitive strategies set out by Michael Porter [1985] [13 marks]
c. Explain why the strategies in [b] are referred to as 'generic' [2 marks]

[20 marks]
3. a. Differentiate between the concepts of strategy and structure, as used in organisational contexts [8 marks]
b. List and explain the three levels of strategy [7 marks]
c. Mention five characteristics of strategy [5 marks]

[20 marks]

4. a. Define Organisational Change. As part of your definition differentiate between 'change as a condition' and 'change as a process'
[10 marks]
b. Describe the systems approach to organizational change
[5 marks]
c. Mention, in clear terms, five steps you would take to minimize resistance/problems resulting from organizational change
[5 marks]

[20 marks]

5. a. Define Organisational Structure
[2 marks]
b. Describe how organisational structure influences communication
[10 marks]
c. Mention four basic decisions a manager is required to make in designing an organisational structure
[8 marks]

[20 marks]