



NATIONAL OPEN UNIVERSITY OF NIGERIA
Plot 91, Cadastral Zone, NnamdiAzikiwe Express Way, Jabi- Abuja
FACULTY OF MANAGEMENT SCIENCES
JULY 2017 EXAMINATION

COURSE CODE: BUS804

COURSE TITLE: Strategy and Structure

CREDIT UNITS: 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 30marks, while the other questions carry 20marks each.
4. Present all your points in coherent and orderly Manner

TIME ALLOWED: 2Hrs

1. a. Define Organizational Communication; Differentiation between Communication network and Communication Channel
[10marks]
b. Briefly describe how organizational structure influences communication
[5marks]
c. List and describe six basic steps involved in organizational communications planning [ensure that the steps follow a logical order]
[15marks]

[Compulsory, 30marks]

2. a. Mintzberg defined strategy using five concepts; list and briefly describe three of the concepts
[10marks]
b. Mention four basic components that managers should consider in designing corporate strategy
[as recommended by Hofer and Schendel]. Describe each component using a one-line statement
[4marks]
c. Differentiate between forward integration and market penetration strategy
[6marks]

[20marks]

3. a. Define Organizational Climate Assessment
[4marks]
b. Define Organizational Culture Inventory [OCI]? Mention three information types that can be generated from an OCI.
[6marks]
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 [10marks]

[20marks]

4. a. Differentiate between Collaborative strategy and Competitive strategy?
[6marks]

b. List and discuss the three generic competitive strategies set out by Michael Porter [12marks]

c. Explain why the strategies in [b] above are referred to as 'generic' [2marks]

[20marks]

5. a. Differentiate between 'organizational change as a process' and 'organizational change as a condition'? [Start your answer with a definition of Organizational Change] [10marks]
- b. Mention, in clear terms, five steps you would take to minimize resistance/problems resulting from organizational change [5marks]
- c. Describe the systems approach to organizational change [5marks]

[20marks]