

Chapter 6- Organizational Strategy - Part 1

1. portfolio strategy developed by the Boston consulting group that categorizes corporations' businesses by growth rate a relative market share and helps managers decide how to invest corporate funds
 2. A company with a large share of a fast-growing market
 3. a company with a small share of a fast-growing market
 4. A company with a large share of a slow growing market
 5. a company with a small share of a slow growing market
 6. A broad corporate level strategic plan used to achieve strategic goals and guide the strategic alternatives that managers of individual businesses or sub units may use
 7. a strategy that focuses on increasing profits, revenues, market share, or the number of places in which the company does business.
 8. a strategy that focuses on improving the way in which the company sells the same
 9. a strategy that focuses on improving the way in which the company sells the same products or services to the same customers
 10. a strategy that focuses on turning around very poor company performance by shrinking the size or scope of the business
 11. the strategic actions taken after retrenchment to return to a growth strategy
 12. a corporate strategy that addresses the question "how should we compete in this industry?"
 13. a measure of the intensity of competitive behavior between companies in an industry
 14. a measure of the degree to which barriers to entry make it easy or difficult for new companies to get started in an industry.
 15. a measure of the ease with which customers can find substitutes for an industry's products or services
 16. A measure of the influence that suppliers of parts, materials, and services to firms in an industry have on the prices of these inputs
- A. Firm level strategy
B. Threat of new Entrants
C. Industry-level strategy
D. dog
E. character of the rivalry
F. grand strategy
G. Question Mark
H. stability strategy
I. star
J. stability strategy
K. Growth strategy
L. threat substitute products
M. bargaining power suppliers
N. Differentiation
O. recovery
P. Focus strategy

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| 17. a strategy of producing a product or service of acceptable quality at consistently lower production costs than competitors can, so that the firm can offer the product or service at the lowest price in the industry | Q. cost leadership |
| 18. the positioning strategy of providing a product or service that is sufficiently different from competitors' offerings that customers are willing to pay a premium price for it | R. Defenders |
| 19. the strategy of using cost leadership or differentiation to produce a specialized product or service for a limited, specially targeted group of customers in a geographic region or market segment | S. cash cow |
| 20. companies using an adaptive strategy aimed at defending strategic positions by seeking moderate, steady growth and by offering a limited range of high-quality products and services to a well-defined set of customers | T. analyzers |
| 21. companies using an adaptive strategy that seeks fast growth by searching for new market opportunities, encouraging risk taking, and being the first to bring innovative new products to market | U. prospector's |
| 22. companies using an adaptive strategy that seeks to minimize risk and maximize profits by following or imitating the proven successes of prospector's | V. reactors |
| 23. companies that do not follow a consistent adaptive strategy but instead react to changes in the external environment after they occur | W. BCG Matrix |
| 24. a corporate strategy that addresses the question "how should we compete against a firm?" | X. direct competition |
| 25. a rivalry between 2 companies that offer similar products and services, acknowledge each other as rivals, and act and react to each other strategic actions | Y. retrenchment strategy |