



Department of Industrial Engineering and Management
Institute of Strategy
Professor Thomas Keil

TU-91.1012 Intermediate Strategic Management

Read these instructions carefully before you start writing the exam

- Do not fill in any personal information except your student number and the course code on the exam paper (the paper on which you provide your answers).
- Answer all questions
- Please answer in the course language
- After you have finished the exam, please return ALL papers (including this question sheet) to the supervisors.

Good Luck

Question 1:

Compare the cultural school and the power school of strategy. What are the main assumptions and findings of these two schools of strategic thought. What are the main differences? (20 points)

Question 2:

Mintzberg, Ahlstrand and Lampel present the configuration school of strategy. What are the main insights from this school. Relate the insights from the configuration school to strategy implementation. (20 points)

Question 3:

Mintzberg, Ahlstrand, and Lampel discuss the entrepreneurial school of strategy. What are the key ideas of this school of strategy? Are the insights of this school equally applicable to all kind of organizations? If not to which type they are applicable and to which kind they are not? (20 points)

Question 4:

Discuss the multidivisional and the matrix structure as two organizational solutions to deal with increasing complexity of an organization's business. What are the Advantages and disadvantages of each structure? (20 points)

Question 5:

Discuss the role of behavioral control in strategy implementation. What are the key levers to achieve behavioral control? What are the key challenges with each of these levers and how can these be overcome? (20 points)