EXAM 3 – STUDY GUIDE (CHAPTERS 7-9)  
MGMT 4800 STRATEGY  
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Multiple-choice portion

1. Examples of horizontal integration  
2. Horizontal integration  
3. merger  
4. Outsourcing  
5. Outsourcing  
6. vertical integration  
7. Diversification  
8. Diversification  
9. Economies of scope  
10. related diversification  
11. unrelated diversification  
12. Restructuring  
13. harvest strategy  
14. reengineering  
15. approaches to implementing and managing change  
16. Hamel and Prahalad’s model of core competencies  
17. Acquisitions  
18. Acquisitions  
19. criteria for evaluating potential acquisition candidates  
20. advantages of strategic alliances  
21. credible commitment from alliance partners  
22. (In organizational structures) a function  
23. Flat organizational structures  
24. Tall organizational structures  
25. Authority  
26. decentralized responsibilities  
27. product structure  
28. geographical structure  
29. multidivisional structure  
30. multidivisional structure  
31. Control systems  
32. control systems  
33. organizational culture  

Short answer & small essay portion

1. Concentrating on single lines of business  
2. Effects of over-diversification  
3. Related vs. unrelated diversification  
4. Process of change management  
5. Sources of information when contemplating an acquisition  
6. Reengineering vs. restructuring.  
7. & 8. Organizational structure types