

- (25 pt) 1. Strategic planning is an important step for firms to determine their mission, objectives, strategies, and policies:
- (1) Identify the process of strategic planning.
 - (2) Define SWOT, mission, objectives, strategies, and tell how they relate to each other.
 - (3) Describe available tools for strategic planning.
- (25 pt) 2. The quality of leadership will decide the ability of a firm to influence a group toward the achievement of goals:
- (1) Discuss the transition and content of leadership theories, including trait theories, behavioral theories, contingency theories, and most recent approaches to leadership. Using managers of your organization and illustrate specific examples to support your statements.
 - (2) Discuss what characteristics define an effective follower (or subordinate). Using employees of your organization and illustrate specific examples to support your statements.
- (25 pt) 3. Organizing is defined as a process of creating an organization's structure:
- (1) There are six key elements of organizational design: (a) work specialization, (b) departmentalization, (c) chain of command, (d) span of control, (e) centralization and decentralization, and (f) formalization. Explain each of the above six elements.
 - (2) Compare the characteristics of mechanistic organization and organic organization using the six key elements as stated in (1) above.
 - (3) Evaluate the status of your firm and explain the characteristics of your firm's organizational structure.
- (25 pt) 4. Strategic control is very important for firms to ensure that the actual performance is corrected in accord with the plan.
- (1) Based on the practices of your firm or your department, discuss the following control issues:
 - (a) What are the control items?
 - (b) What are the control standards?
 - (c) How to measure the performance of the control items?
 - (d) How to determine the reasons of for the deviations?
 - (f) How to correct the deviations?
 - (2) Discuss the tools/techniques/systems that your firm or your department adopted for strategic control, verify the strengths and weaknesses of these tools/techniques/systems.