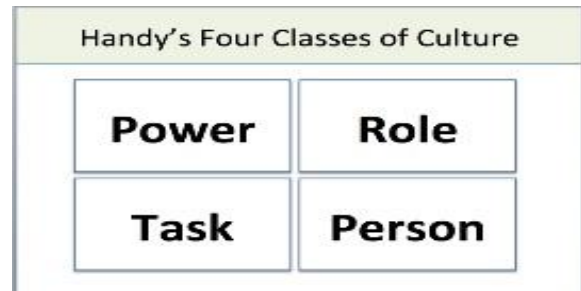


**Hofstede's Multi Focus Model (organisational culture A2.1)**

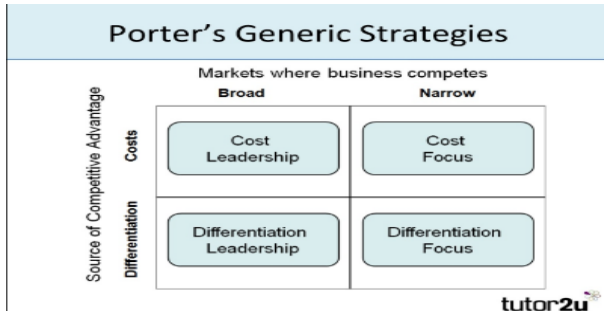
**No. Autonomous Dimension**

- 1 Organisational Effectiveness
- 2 Customer Orientation
- 3 Control
- 4 Focus
- 5 Approachability
- 6 Management/ Philosophy
- 7 Degree of acceptance of leadership style
- 8 Degree of identification with your organisation

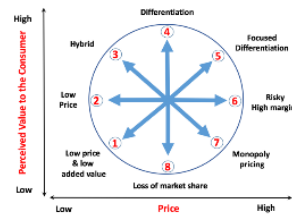
**Handy's models of culture (organisational culture A2.1)**



**Porter's generic strategies (Business Strategy and Planning)**



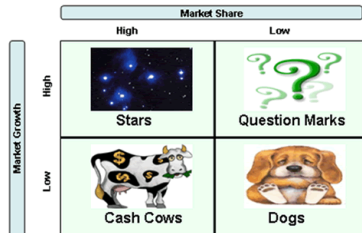
**Bowman's Strategic clock (Business Strategy and Planning)**



**Elkington's Triple bottom line (Profit, People, Planet)**



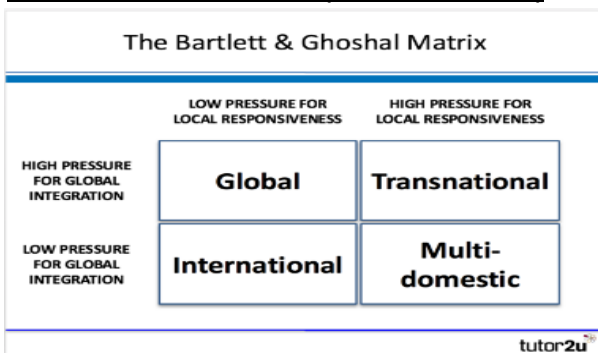
**Boston Matrix**



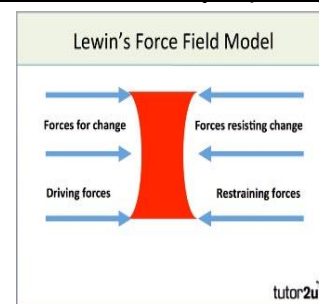
**Ansoff's Matrix**



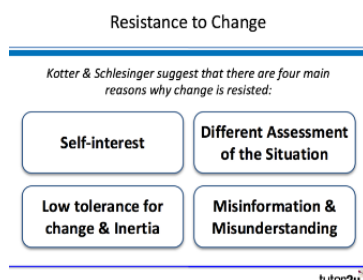
**Bartlett and Ghosal's matrix (Globalisation A2.2)**



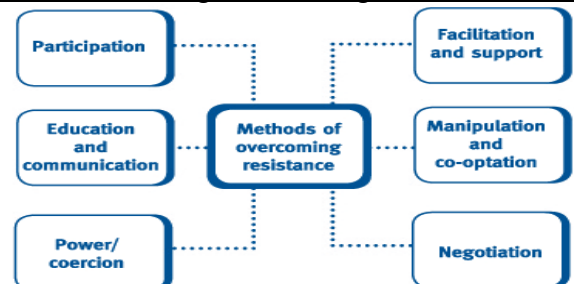
**Lewin's Force field analysis ( Change A2.2)**




**Kotter and Schlesinger resistance to change**



**Kotter and Schlesinger overcoming resistance to change**



<p><b>Hofstede's Multi Focus Model (organisational culture A2.1)</b>  Model helps to analyse the <b>internal culture</b> of a business and its impact on workers, especially useful for MNCs  Both regional and national culture will impact how workers behave and so affects the culture of the firm.</p> <table border="1" data-bbox="108 333 772 517"> <tr> <td>1 – how they approach a task</td> <td>7- Acceptance of leadership style</td> </tr> <tr> <td>2 – how they treat customers</td> <td>8 – how strong they identify with culture</td> </tr> <tr> <td>3 – organisational structure/design</td> <td></td> </tr> <tr> <td>4- how invested they are in culture</td> <td></td> </tr> <tr> <td>5- how friendly culture is</td> <td></td> </tr> <tr> <td>6- how they view the role of leader</td> <td></td> </tr> </table>	1 – how they approach a task	7- Acceptance of leadership style	2 – how they treat customers	8 – how strong they identify with culture	3 – organisational structure/design		4- how invested they are in culture		5- how friendly culture is		6- how they view the role of leader		<p><b>Handy's models of culture (organisational culture A2.1)</b>  Identify's 4 different culutures in businesses  <b>Role</b> – Tall strucutre, long chain of command, role dictates job, lots of buaruacracy, slow decision making  <b>Power</b> – central power dictates, results driven, autocratic leader  <b>Task</b> – matrix strucutre, highly motivated, laissez faire leader, focus on task  <b>Personal</b> – more concerned with their personal objectives then corporate objectives e.g. Law firms</p>
1 – how they approach a task	7- Acceptance of leadership style												
2 – how they treat customers	8 – how strong they identify with culture												
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4- how invested they are in culture													
5- how friendly culture is													
6- how they view the role of leader													
<p><b>Porter 's generic strategies (Business Strategy and Planning)</b>  Strategies for a business to gain a competitive advantage through <b>differentiating</b> produce (USP) or <b>cost leader</b> (being lowest price)  Differentiation and Cost leadership – strategy for mass market  Differentiation Focus and Cost Focus – strategy for niche market</p>	<p><b>Bowman's Strategic clock (Business Strategy and Planning)</b>  How a produce should be position to give it the most competitive position  Baswed on customers perception of <b>Price</b> and <b>perceived value</b>.</p> <p>Low Price and Value – low price and low value eg primark  Hybrid – low price, high value eg IKEA  Monopoly – high price, high value eg. Dior</p>												
<p><b>Kaplan and Nortan's Balanced Scorecard model</b>  Helps measure business performance using both financial and non- financial measures, using Key Performance Indicators (<b>KPI</b>)  Financial – ROCE, gearing, profit  Customer – surveys, returns, ratings  Operations – unit costs/ TQM  Capacity – absenteeism, retention rates  However.....may be too many KPI to include</p>	<p><b>Elkington's Triple bottom line (Profit, People, Planet)</b>  Links to <b>CSR</b>, encourages a business to assess its overall performance based on <b>Profit, People and Planet</b>  Stops an overreliance on financial sector  Profit – Profit and Loss Accounts  Planet – emissions  People – social responsible  However, difficult to use quantative measures for PPI/planet</p>												
<p><b>Boston Matrix</b>  Helps to analyse product portfolio  Useful to see where to invest and for marketing strategies  Four areas based on market share and market growth</p>	<p><b>Ansoff's Matrix</b>  Marketing Model to help a business decide its strategic decision especially in terms of expanding and globalisation  Analysis the risks and benefits of chosen strategy  Link each to market share, market growth, profit and costs</p>												
<p><b>Bartlett and Goshal's matrix (Globalisation A2.2)</b>  Strategic options for a business wanting to operate internationally  Based on local responsiveness and global integration</p> <ul style="list-style-type: none"> <li>- Do customers expect product to be adapted for locals</li> <li>- Do domestic firms have a comparative advantage</li> </ul> <p>Global – low for local. High for global integration  Transnational – high for local, high for global  International – low for local, low for global integration  Multi domestic – high for local responsiveness, low for global</p>													
<p><b>Carroll's CSR Pyramid (Corporate Social responsibility A2.2)</b></p> 	<p>Pyramid shows different stages a business has to go through in order to be considered a socially responsible business.</p> <ul style="list-style-type: none"> <li>- <b>Economic responsibilities</b> - business is well run financially to ensure long term viability for all of its stakeholders.</li> <li>- <b>Legal responsibilities</b> –business obeys all the legal requirements e.g correct labelling, meeting government low sugar guidelines, not advertising to children</li> <li>- <b>Ethical responsibilities</b> – going beyond legal requirements when dealing with stakeholders e.g. paying above the living w</li> <li><b>Philanthropic responsibilities</b> – contributing to wider society by supporting charities, sponsoring health awareness campaigns e.g. preventing child obesity</li> </ul>												

