# **National Testing Agency**

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	Advantage 29th August 2021 Shift 2
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## **Organizational Design Creating Competitive Advantage-1**

**Section Id:** 940918175

Section Number: 1

Section type: Online

Mandatory or Optional: Mandatory

Number of Questions: 50

Number of Questions to be attempted: 50

Section Marks: 100

**Enable Mark as Answered Mark for Review and** 

Clear Response :

Sub-Section Number: 1

**Sub-Section Id:** 940918240

**Question Shuffling Allowed:** Yes

Question Number: 1 Question Id: 9409187891 Question Type: MCQ Option Shuffling: No Is

Yes

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is usually not a concern for organization design?

- 1. Achieving unity of effort
- 2. Achieving congruence of goals among employees
- 3. Leveraging the variety of skills and competencies of employees
- Managing coordination and dependencies among employee

## **Options:**

94091829537.1

94091829538. 2

94091829539.3

94091829540.4

Question Number: 2 Question Id: 9409187892 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Which of the following domains is likely to see a lot of application of concepts related to organization design?

- 1. Corporate finance
- 2. Operations management
- 3. Macro-economics
- 4. Strategy implementation

## **Options:**

94091829541.1

94091829542. 2

94091829543.3

94091829544.4

Question Number: 3 Question Id: 9409187893 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Identify the correct statement.

- Organization design is an important enabler of organization strategy
- Organization strategy is an enabler of organization structure
- Organization strategy is an enabler of organization design
- Organization structure determines how organizations should react to competitors

## **Options:**

94091829545.1

94091829546.2

94091829547.3

94091829548.4

Question Number: 4 Question Id: 9409187894 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

## Correct Marks: 2 Wrong Marks: 0

Which of the following will an entrepreneurial organization be typically good at?

- 1. Creating a powerful brand
- 2. Having a wide geographic reach
- 3. Coming up with innovative ideas
- Creating career opportunities for its employees

## **Options:**

94091829549.1

94091829550.2

94091829551.3

94091829552, 4

Question Number: 5 Question Id: 9409187895 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following will be a typical strength of a large organization?

- 1. Creating a powerful brand
- Flexibility in responding to customer and market demands
- 3. Rapid implementation of innovative ideas
- Quickly changing internal processes to accommodate employee needs

## **Options:**

94091829553.1

94091829554. 2

94091829555.3

94091829556.4

Question Number: 6 Question Id: 9409187896 Question Type: MCQ Option Shuffling: No Is

## **Question Mandatory: No**

Correct Marks: 2 Wrong Marks: 0

Which among the following is not a reason why specialization leads to improvement in performance?

- 1. Lower setup time
- 2. Benefits of experience
- 3. Greater innovation
- 4. Higher competitive spirit

## **Options:**

94091829557.1

94091829558. 2

94091829559.3

94091829560.4

Question Number: 7 Question Id: 9409187897 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is true about specialization?

- Specialization always leads to increase in efficiency
- Specialization is usually associated with high degree of expertise
- Division of labor always leads to specialization
- It is disadvantageous for organizations to specialize

## **Options:**

94091829561.1

94091829562. 2

94091829563.3

Question Number: 8 Question Id: 9409187898 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

The biggest advantage of a highly outsourced model like Cunningham Motors is

- Its ability to leverage specialization of other organizations
- 2. Its ability to reduce costs
- 3. Its ability to innovate continuously
- Its ability to be flexible to customer demands

## **Options:**

94091829565.1

94091829566. 2

94091829567.3

94091829568.4

Question Number: 9 Question Id: 9409187899 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Fredrick Taylor found the best way of doing activities by

- Conducting interviews with factory workers
- Doing experiments on the factory shop floor
- 3. Hiring experts who can conduct thorough analysis
- Keenly observing workers in their natural settings

#### **Options:**

94091829569.1

94091829570. 2

Question Number: 10 Question Id: 9409187900 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

In order to determine the best way of doing an activity, the activity must be

- 1. Routine
- 2. Involve manual labor
- 3. Done by blue collar workers
- 4. Repetitive

## **Options:**

94091829573.1

94091829574.2

94091829575.3

94091829576.4

Question Number: 11 Question Id: 9409187901 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Production target as means of controlling individual behavior is suitable when

- Production is an outcome of teambased activity
- Production is interdependent on success of preceding / upstream activities
- Production can be meaningfully measured at very long-time intervals.
- Production is a clear function of individual effort

## **Options:**

94091829577.1

94091829580.4

Question Number: 12 Question Id: 9409187902 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Output based control is most effective when

- The process is uncertain, but the output can be measured within a reasonable time interval
- The process is certain, but the output cannot be measured within a reasonable time interval
- The process is uncertain, and the output cannot be measured within a reasonable time interval
- The process is certain, but the output is significantly influenced by external factors

#### **Options:**

94091829581.1

94091829582. 2

94091829583.3

94091829584.4

Question Number: 13 Question Id: 9409187903 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Output control cannot be effectively applied in research and development because

- Research and Development does not produce measurable output
- 2. The output may not be observable
- Research and Development cannot be made rule bound
- The frequency of output is unpredictable

## **Options:**

94091829585.1

94091829586. 2

94091829587.3

94091829588.4

Question Number: 14 Question Id: 9409187904 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is not true about culture control?

- It is meant to bring about convergence of organization's purpose with that of the employee
- 2. It is easier to implement than processbased control
- It is most difficult to implement among all four means of control
- If culture control is effective, you may not need other forms of control

## **Options:**

94091829589.1

94091829590.2

94091829591.3

Question Number: 15 Question Id: 9409187905 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is not a key lever of culture control?

- 1. Inspirational leadership
- 2. Well-designed socialization process
- Well-defined job roles and responsibilities
- 4. Highly motivated peer group

## **Options:**

94091829593.1

94091829594. 2

94091829595.3

94091829596.4

Question Number: 16 Question Id: 9409187906 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

When a task is outsourced to a supplier, the most significant form of control is exercised through

- 1. Direct supervision
- 2. Rules and regulations
- 3. Output control
- 4. Culture control

## **Options:**

94091829597.1

94091829598.2

94091829599.3

Question Number: 17 Question Id: 9409187907 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is usually true as an employee becomes senior in an organization?

- Rule based control is replaced by culture and output-based control
- Direct supervision is replaced by rules and output-based control
- Culture control is replaced by rules and output- based control
- Output based control is replaced by direct supervision and rule-based control.

## **Options:**

94091829601.1

94091829602. 2

94091829603.3

94091829604.4

Question Number: 18 Question Id: 9409187908 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

A suitable control system that the Dean of a business school can employ over Professors primarily involved in guiding PhD (doctoral) students is?

- 1. Rules and regulations
- Financial incentives linked to publications achieved by the PhD students
- 3. Supervision by peer group of senior Professors
- Culture and norms of the business school

## **Options:**

94091829605.1

94091829606.2

94091829607.3

94091829608.4

Question Number: 19 Question Id: 9409187909 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

From a transaction costs perspective, which of the following makes marketbased arrangements (such as outsourcing) unfavorable?

- Potential of opportunistic behavior by the supplier
- Potential of opportunistic behavior by employees of organization
- Tendency of suppliers to charge high profits
- Lack of long-term orientation from the suppliers

## **Options:**

94091829609.1

94091829610. 2

94091829611.3

94091829612.4

Question Number: 20 Question Id: 9409187910 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

What impact does adequate information about a potential supplier have on outsourcing contracts?

- It increases transaction costs, thereby favoring outsourcing decision
- It reduces transaction costs, thereby having a negative impact on outsourcing decision
- It increases transaction costs, thereby having a negative impact on outsourcing decision
- It reduces transaction costs, thereby favoring outsourcing decision

#### **Options:**

94091829613.1

94091829614. 2

94091829615.3

94091829616.4

Question Number: 21 Question Id: 9409187911 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

What impact does uncertainty in the business environment have on outsourcing contracts?

- It increases transaction costs, thereby favoring outsourcing decision
- It reduces transaction costs, thereby having a negative impact on outsourcing decision
- It increases transaction costs, thereby having a negative impact on outsourcing decision
- 4. It reduces transaction costs, thereby favoring outsourcing decision

#### **Options:**

94091829619.3

94091829620.4

Question Number: 22 Question Id: 9409187912 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

The key reason why Bharti Airtel outsourced several of its core activities to organizations such as Ericson and IBM are

- It wanted to reduce cost of its operations
- The outsourced activities were no longer deemed to be important for its success
- It wanted to leverage specialization of its suppliers
- It was facing significant challenges in managing itself because the organization had grown very large.

## **Options:**

94091829621.1

94091829622, 2

94091829623.3

94091829624.4

Question Number: 23 Question Id: 9409187913 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Which of the following was not cited as an advantage of the outsourcing arrangement between Unilever India and Accenture India?

- Outsourcing enabled Accenture to focus its human resources better
- Accenture being an aggregator could gain economies of scale
- Outsourcing enabled Unilever to focus its own human resources better
- Accenture was a specialist in handling such transaction intensive activities

## **Options:**

94091829625.1

94091829626, 2

94091829627.3

94091829628.4

Question Number : 24 Question Id : 9409187914 Question Type : MCQ Option Shuffling : No Is

**Question Mandatory: No** 

Correct Marks : 2 Wrong Marks : 0

Which of the following characteristics make tasks suitable for outsourcing to a third-party aggregator?

- If the task is not transaction intensive and does not have significant confidential information
- If the task is transaction intensive and does not have significant confidential information
- If the task is not transaction intensive and has significant confidential information
- 4. If the task is transaction intensive and has significant confidential information

#### **Options:**

94091829631.3

94091829632.4

Question Number: 25 Question Id: 9409187915 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following was not within the scope of Adam Smith's discourse on specialization?

- 1. Specialization of individuals
- 2. The disadvantages when individuals tend to be generalists
- 3. Need for individuals to focus on specific activities
- 4. Specialization of organizations

## **Options:**

94091829633.1

94091829634.2

94091829635.3

94091829636.4

Question Number: 26 Question Id: 9409187916 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

The reason(s) why Apple outsources manufacturing of its hardware devices is / are?

- Apple is not good in manufacturing hardware devices
- Apple wants to focus on certain activities such as designing
- Apple's outsourcing partners are not good in branding and it's a complimentary relationship
- 4. All of the above

## **Options:**

94091829637.1

94091829638.2

94091829639.3

94091829640.4

Question Number: 27 Question Id: 9409187917 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Outsourcing deals have become increasingly popular during the last few decades because

- Multinational enterprises are able to take advantage of economies of scale and scope at a global scale
- Business environment has become more uncertain and intensely competitive
- Progress in information and communication technology has reduced transaction costs
- Progress in information and communication technology has increased transaction costs

#### **Options:**

94091829643.3

94091829644.4

Question Number: 28 Question Id: 9409187918 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

**Correct Marks: 2 Wrong Marks: 0** 

Which of the following is not true about a supplier that aggregates volumes?

- It cannot innovate because it is always focused on reducing costs
- 2. It delivers value by doing certain specific tasks better than its customers
- 3. It specializes by focusing its resources on specific activities
- 4. It reduces cost by gaining economies of scale

## **Options:**

94091829645.1

94091829646.2

94091829647.3

94091829648.4

Question Number: 29 Question Id: 9409187919 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

An organization might go to the market (outsource) to acquire a specific knowledge from a consulting organization, even if that is expensive because

- Outsourcing can enable faster-time-tomarket
- The organization does not have the resources to develop that competence in-house
- Developing the competence in-house will be very expensive
- That specific competency is not deemed core to its operations.

## **Options:**

94091829649.1

94091829650.2

94091829651.3

94091829652.4

Question Number: 30 Question Id: 9409187920 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Risk diversification in the context of outsourcing refers to \_\_\_\_\_.

- 1. Having a balanced portfolio of activities
- Identifying suppliers whose business have low risks of failure
- Passing some of the organization's business risks to suppliers through contracts.
- Choosing to do only those activities that have low business risks

#### **Options:**

94091829653.1

94091829656.4

Question Number: 31 Question Id: 9409187921 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

An organization might not outsource an activity even if it makes economic or financial sense because

- There may be risks associated with leakage of confidential information
- 2. The core identity of the organization is tied to the activity
- The organization may want to develop the competence for that activity for strategic reasons
- 4. Any (or) all of the above

## **Options:**

94091829657.1

94091829658. 2

94091829659.3

94091829660.4

Question Number: 32 Question Id: 9409187922 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

The craft mode of manufacturing, as discussed in the historical context of Ford Motor Company, produced cars were

- 1. Highly customized and expensive
- 2. Expensive and very similar to one another
- 3. Standardized and low priced
- 4. Highly customized and low priced

## **Options:**

94091829661.1

94091829662.2

94091829663.3

94091829664.4

Question Number: 33 Question Id: 9409187923 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

By standardizing the design and manufacturing process of cars, Henry Ford was able to?

- Make the manufacturing process very simple and easy to replicate
- 2. Produce cars that were easy to drive
- 3. Reduce the bargaining power of labor
- Show limitations of Fredrick Taylor's model of scientific analysis

## **Options:**

94091829665.1

94091829666. 2

94091829667.3

94091829668.4

Question Number: 34 Question Id: 9409187924 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Mass manufacturing reduces cost of manufacturing through \_\_\_\_\_.

- 1. Increase in efficiency
- 2. Reduction in variety
- Introduction of high degree of customization
- 4. Options "1" and "2" above but not "3"

## **Options:**

94091829669.1

94091829670.2

94091829671.3

94091829672.4

Question Number: 35 Question Id: 9409187925 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

What did Alfred Sloan achieve through his manufacturing model at General Motors?

- 1. Mass customization
- Greater variety by sacrificing some scale of operations
- 3. He broke the variety versus scale tradeoff that Ford faced
- Greater scale of operations by introducing more variety

#### **Options:**

94091829673.1

94091829674.2

94091829675.3

94091829676.4

Question Number: 36 Question Id: 9409187926 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Which of the following should lead to a mechanistic design?

- 1. Need to be cost competitive
- Need to deal with unanticipated problems
- Need to provide high degree of autonomy to employees
- Need to react quickly to market dynamics

## **Options:**

94091829677.1

94091829678, 2

94091829679.3

94091829680.4

Question Number: 37 Question Id: 9409187927 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Whenever an organization structure is differentiated, there is need for integration because \_\_\_\_\_.

- Integration leads to better quality of innovation
- Customers and markets demand integrated product or service
- Employees work better when there is an integrated environment
- Integration enables better utilization of resources

## **Options:**

94091829681.1

94091829682.2

94091829683.3

Question Number: 38 Question Id: 9409187928 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is not achieved through formalization?

- Integration among the different organizational units
- Leveraging diversity of skills and experiences
- Coordination among different organizational units
- 4. Predictability and consistency

#### **Options:**

94091829685.1

94091829686. 2

94091829687.3

94091829688.4

Question Number: 39 Question Id: 9409187929 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Which of the following is a disadvantage of a "tall" organization?

- 1. It takes lesser time for information to flow from the bottom to the top
- 2. It takes greater time for the vision to be shared across the organization
- 3. It reduces the average span of control
- 4. Options "1" and "3" but not "2"

#### **Options:**

94091829689.1

94091829690.2

94091829691.3

Question Number: 40 Question Id: 9409187930 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

One of the disadvantages of a "flat" organization is?

- 1. It has narrow spans of control
- 2. It slows down decision making
- Employees may not receive enough attention from their superiors
- It provides lot of opportunities for promotion

#### **Options:**

94091829693.1

94091829694. 2

94091829695.3

94091829696.4

Question Number: 41 Question Id: 9409187931 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

When we look at organizations from an information processing view, we intend to?

- Maximize communication across
  departments and minimize
  communication within departments
- Maximize communication across and within departments
- Minimize communication across and within departments
- Minimize communication across
  departments and maximize
  communication within departments

#### **Options:**

94091829698. 2

94091829699.3

94091829700.4

Question Number: 42 Question Id: 9409187932 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

When we group people by output (e.g., product), we are trying to ensure that?

- There is high collaboration among employees who are involved with the product
- There is high collaboration among employees who are involved with a particular function (e.g., Sales)
- There is high degree of resource sharing among employees who belong to a function
- There is possibility of superspecialization and developing deep functional expertise

#### **Options:**

94091829701.1

94091829702.2

94091829703.3

94091829704.4

Question Number: 43 Question Id: 9409187933 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Which of the following is not considered among the disadvantages of a functional structure?

- 1. Development of functional silos
- 2. Slow in responding to market needs
- 3. Poor utilization of resources
- 4. Collaboration across functions

#### **Options:**

94091829705.1

94091829706, 2

94091829707.3

94091829708.4

Question Number: 44 Question Id: 9409187934 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Compared to a functional structure, a product-based structure would be?

- 1. More responsive to market demands
- 2. More efficient in utilization of resources
- More suitable in developing specialization among employees
- 4. Less responsive to market demands

#### **Options:**

94091829709.1

94091829710.2

94091829711.3

94091829712.4

Question Number: 45 Question Id: 9409187935 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

In the context of functional structure, social interdependence referred to?

- Employee's peer group having the same competence as the employee
- 2. Employee's superior having the same competence as the employee
- Input based grouping leading to superspecialization
- Collaboration happening between employees from the same function

## **Options:**

94091829713.1

94091829714. 2

94091829715.3

94091829716.4

Question Number: 46 Question Id: 9409187936 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

Despite its overheads, organizations may prefer matrix structures because matrix structures \_\_\_.

- Act as a mechanism of natural selection for potential leaders
- Train employees to deal with chaos and conflict professionally
- 3. None of the options "1" or "2"
- 4. Both options "1" and "2"

#### **Options:**

94091829717.1

94091829718. 2

94091829719.3

Question Number: 47 Question Id: 9409187937 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

A multi-business enterprise operating several related businesses is likely to have

-

- A large corporate head-office
  performing common functional
  activities for the respective businesses
- A small corporate head-office performing common functional activities for the respective businesses
- A large corporate head-office performing a few functional activities for the respective businesses
- A small corporate head-office performing a few functional activities for the respective businesses

## **Options:**

94091829721.1

94091829722. 2

94091829723.3

94091829724.4

Question Number: 48 Question Id: 9409187938 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

A multi-business enterprise having unrelated businesses in its portfolio is likely to have \_\_\_.

- A large corporate head-office
  performing common functional
  activities for the respective businesses
- A small corporate head-office performing common functional activities for the respective businesses
- A large corporate head-office performing a few corporate activities for the respective businesses
- A small corporate head-office performing a few corporate activities for the respective businesses.

## **Options:**

94091829725.1

94091829726. 2

94091829727.3

94091829728.4

Question Number: 49 Question Id: 9409187939 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

In a small corporate head-office performing a few corporate activities for the respective businesses.

- The respective business heads will have little or no authority in deciding the strategy of their businesses
- The respective business heads will have significant authority in deciding the strategy of their businesses
- It will be easy for the corporate head office to create strategy for the different businesses
- The corporate head office needs to ensure that there is high degree of standardization across all businesses.

## **Options:**

94091829729.1

94091829730. 2

94091829731.3

94091829732.4

Question Number: 50 Question Id: 9409187940 Question Type: MCQ Option Shuffling: No Is

**Question Mandatory: No** 

Correct Marks: 2 Wrong Marks: 0

A multinational enterprise selling a product that requires lot of customization to local preferences \_\_\_\_\_.

- Should centralize most of its decisions at the global head office
- 2. Should provide significant autonomy to its subsidiaries
- Should try to achieve economies of scale and scope at a global level
- 4. Should view the world as one standard market

## **Options:**

94091829734. 2

94091829735.3