

3. Is Virgin in the denial, resistance, exploration, or commitment stage when it enters new industries?
4. Is Virgin an innovative company?
5. Is Virgin currently at the unfreezing, moving, or refreezing stage of Lewin's model?
6. Which of the following organizational development interventions could Virgin most benefit from: training and development, sensitivity training, team building, process consultation, forcefield analysis, survey feedback, large-group intervention, work design, or direct feedback?
7. Use the five steps of the comprehensive change model to explain Virgin's business strategy.

Cumulative Case Questions

8. Discuss Sir Richard Branson's management functions in implementing Virgin's strategy. (Chapter 1)

9. What external environmental factors were most influential in Virgin changing its business strategy? (Chapter 3)
10. What type of grand strategy is Virgin pursuing? (Chapter 5)

Case References

1. Richard Branson, "Richard Branson on the Secret to Virgin's Sustained Success," *Entrepreneur* (September 16, 2013), <http://www.entrepreneur.com/article/228382#ixzz2EXGblfip>, accessed August 24, 2015.
2. Branson, "Richard Branson on the Secret to Virgin's Sustained Success."