

Course No: MAN4321/MIS 3304
 Course Title: S. Management
 Date: 9 / 1/ 2012
 No. of Questions: 4
 Time: 120Minutes
 Using Calculator (No)

University of Palestine



Final examination
 1st 2011/2012
 Total Grade: 60

Instructor Name: Shefa El Sagga
 Student No.: _____
 Student Name: _____
 College Name: _____
 Dep. / Specialist: _____
 Using Dictionary, Mobile (No)

Answer all questions

First Question	No. of Branches (1)	(20/60)
Q1: B1		(20/20)

First Q: please indicate Yes or No. (marks).

1. Significant barriers to entry are not always sufficient to keep some new firms from entering industries with higher-quality products, lower prices and substantial marketing resources.	()
2. The Internal Factor Evaluation Matrix should include from 10 to 20 key factors.	()
3. According to Porter, strategies allow organizations to gain competitive advantage from three different bases: cost leadership, differentiation and integration.	()
4. Strengths, weaknesses, opportunities and threats should continually be monitored for change because it is not really a question of whether these factors will change but rather when they will change and in what ways.	()
5. Strategy formulation, implementation and evaluation activities occur at three hierarchical levels in a large diversified organization: corporate, divisional and functional.	()
6. Because large companies have more at stake, it is more important for large organizations to conduct strategy evaluation than small companies.	()
7. Forward integration is used by firms to gain control or ownership of suppliers.	()
8. Long-term objectives represent the results expected from pursuing certain strategies.	()
9. Objectives provide direction and allow for organizational synergy.	()
10. Market development includes introducing present products into new geographic areas.	()
11. Horizontal integration is seeking ownership or increased control over competitors.	()
12. Divestiture is selling all of a company's assets, for their tangible worth.	()

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13.	Market development includes introducing present products into new geographic areas.	()
14.	Product development is a strategy that seeks increased sales by improving or modifying present products or services.	()
15.	The four strategies of the SPACE Matrix are aggressive, conservative, offensive and defensive.	()
16.	Conservative strategies in a SPACE Matrix most often include product development, market development and market penetration.	()
17.	In a turbulent, high-velocity market, a lead-change strategy is best whenever the firm has the resources to pursue this approach.	()
18.	Star, question mark, cash cow and dogs are the four quadrants exhibited by the SPACE Matrix.	()
19.	A low-cost focus strategy offers products or services to a small range of customers at the lowest price available on the market.	()
20.	When completing the matching stage of the strategy-formulation framework, the SWOT Matrix needs to be completed before the SPACE Matrix.	()

Second Question	No. of Branches (2)	(15/60)
Q2 B1		(15/15)

Second Q: Choose the right answer.

- 1. Who should perform an internal audit?.**
 - a. A private auditing firm
 - b. The organization's accounting department
 - c. Managers from different units of the organization
 - d. A team of top-level managers and lower-level employees
 - e. The chief executive officer

- 2. The initial step to implementing value chain analysis is.**
 - a. attaching a cost to each discrete activity.
 - b. establishing costs in terms of time.
 - c. establishing costs in terms of money.
 - d. converting the cost data into information by looking for competitive cost strengths and weaknesses.
 - e. dividing a firm's operations into specific activities or business processes.

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3. Which of the following is the first step in developing an IFE Matrix?

- a. Determining the organization's structure
- b. Summing the weighted scores for each variable
- c. Identifying the organization's strengths and weaknesses
- d. Identifying the organization's functions of business
- e. Determining the lead strategist.

4. Which level of strategy is most likely *not* present in small firms?

- a. Corporate/company
- b. Functional
- c. Divisional
- d. Operational
- e. All of these are present in small firms

5. What refers to a strategy of seeking ownership of or increased control over a firm's competitors?

- a. Forward integration
- b. Conglomerate diversification
- c. Backward integration
- d. Horizontal integration
- e. Concentric diversification

6. What kind of strategy is retrenchment?

- a. A turnaround or reorganization strategy
- b. An expansion strategy
- c. A conglomerate strategy
- d. An intensive strategy
- e. An offensive strategy.

7. What term refers to selling a division of an organization.

- a. Joint venture
- b. Divestiture
- c. Concentric diversification
- d. Liquidation
- e. Horizontal integration

8. When two organizations of about equal size unite to form one enterprise, which of these occurs?

- a. hostile takeover
- b. merger
- c. acquisition
- d. LBO
- e. Divestiture

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9. Which of the following is not true about objectives?

- a. They should be communicated throughout the organization.
- b. They should have an appropriate time dimension.
- c. They should incorporate policies.
- d. They should be measurable.
- e. They should be consistent.

10. A disagreement between two or more parties on one or more issues is called a(n)

- a. integrated solution.
- b. conflict.
- c. compromise.
- d. diffusion.
- e. avoidance.

11. What type of organizational structure do most small businesses follow?

- a. Divisional structure by product
- b. Functional structure
- c. Divisional structure by customer
- d. Process type structure
- e. Matrix structure.

12. What term refers to selling a division of an organization.

- a. Joint venture
- b. Divestiture
- c. Concentric diversification
- d. Liquidation
- e. Horizontal integration.

13. Resistance to change can manifest itself through

- a. absenteeism.
- b. sabotaging production machines.
- c. filing unfounded grievances.
- d. unwillingness to cooperate.
- e. all of the above

14. Which strategies use a firm's strengths to avoid or reduce the impact of external threats?

- a. SW
- b. WO
- c. SW
- d. ST
- e. WT

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15. When a division of an organization has a high relative market share and is in a fast-growing industry, it is called a

- a. star
- b. cash cow
- c. cat
- d. question mark
- e. dog

Third Question	No. of Branches (3)	(05/60)
Q3 B1		(05/05)

Third Q: Remember only

1. Four analysis method for Balanced Scorecard company.

- 1. _____
- 2. _____
- 3. _____
- 4. _____

2. Four Strategies in Action

- 1. _____
- 2. _____
- 3. _____
- 4. _____

3. Elements you can derive the Alternative Strategies

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____

4. Three Strategies in Internal-External Matrix

- 1. _____
- 2. _____
- 3. _____

5. Annual objectives criteria

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____

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Fourth Question	No. of Branches (1)	(20/60)
<u>Q4B1</u>		<u>(02/02)</u>
<u>Q4B2</u>		<u>(02/02)</u>
<u>Q4 B3</u>		<u>(02/02)</u>
<u>Q4 B4</u>		<u>(02/02)</u>
<u>Q4 B5</u>		<u>(02/02)</u>
<u>Q4 B6</u>		<u>(02/02)</u>
<u>Q4 B7</u>		<u>(02/02)</u>
<u>Q4 B8</u>		<u>(02/02)</u>
<u>Q4 B9</u>		<u>(02/02)</u>
<u>Q4 B10</u>		<u>(02/02)</u>
<u>Q4 B11</u>		<u>(02/02)</u>

Fourth Q: Answer 10 Only from 11 Questions

1. How to identify the key resources four criteria of Internal audit process?.

Base on four criteria:

1. _____
2. _____
3. _____
4. _____

2. How does strategy formulation differ for a small versus large organization? For a for-profit versus a nonprofit organization?

1. _____
2. _____
3. _____

3. Categorize Michael Porter's Generic Strategies?.

1. _____
2. _____
3. _____
4. _____
5. _____

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4. Why do you feel the SWOT Matrix is the most widely used of all strategy matrices?.

- _____

- _____

5. What are the Management issues central to strategy implementation include?.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

6. How can take advantage from Managing Conflict?.

1. _____
2. _____
3. _____
4. _____

7. What are the three Basic Activities of Strategy Review, Evaluation, and Control?.
Three Basic Activities

1. _____
 - a. _____
 - b. _____
2. _____
3. _____

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8. What are the types of Strategy Evaluation Criteria Or Rumelt's 4 Criteria?.

1. _____
2. _____
3. _____
4. _____

9. Define Contingency Planning?.
Contingency Planning

10. Under what conditions are corrective actions not required in the strategy-evaluation process?.

- _____
- _____
- _____
- _____

11. Identify the types of organizations that may need to evaluate strategy more frequently than others. Justify your choices.

- _____
- _____
- _____
- _____
- _____
- _____

End of Questions
Good Luck for all