

Faculty of Business & Finance  
Course No: MAN 4321  
Course Title: Strategic Management  
Date: 09 NOV 2013  
No. of Questions: 3



Midterm Exam  
1<sup>st</sup> Semester 2013/2014  
Total Grade: 20 Marks

Lecturer Name: Mr. Yousif Alagha  
Dep./Specialist: Management & IT  
Using Dictionary (NO)  
Using calculator: (NO)  
Time: 60 Minutes

Student name: \_\_\_\_\_

Student No.: \_\_\_\_\_

Dear students,

First of all you should to read carefully through all the exam questions, and then you have to attempt the questions that you think you can answer completely.

This exam contains three questions, each question contains several branches.

Any student answer more than the required, this will not be marked.

Moreover, student whom answers different branches form different questions, this will not support him, where the marking criteria depends on answer all the branches of the question.

Good luck & best wishes

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**LECTURAR PART (DO NOT WRITE UNDER THIS LINE)**

Question 1	Question 2	Question 3	TOTAL GRADE

**Notes:**

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Signature, \_\_\_\_\_



Student name: \_\_\_\_\_

Student No.: \_\_\_\_\_

**QUESTION ONE: Two branches**

**(10 Marks)**

**A. Determine the following statements (True) or (False):**

1		2		3		4		5		6		7		8		9		10	
T	F	T	F	T	F	T	F	T	F	T	F	T	F	T	F	T	F	T	F

1. Strategic management is an attempt to organize qualitative and quantitative information in a way that allows effective decisions to be made under conditions of uncertainty.
2. In an EFE Matrix, opportunities often receive higher weights than threats, but threats too can receive high weights if they are especially severe or threatening.
3. Industry analysis is also referred to as external strategic management audit.
4. The I/O approach to competitive advantage advocates that internal factors are more important than external factors in a firm achieving competitive advantage.
5. A low value of the dollar means lower exports and higher imports.
6. A Competitive Profile Matrix allows strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive information.
7. Assumptions should never be part of the planning process.
8. Strategists are usually found in all levels of management and have considerable authority for decision-making in the firm.
9. Internal opportunities can be represented by major competitors' weaknesses
10. Stakeholders of an organization include stockholders, customers and creditors, but not competitors.



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**B. Chose the suitable answer among the answers listed following each statement:**

1					2					3					4					5				
A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
6					7					8					9					10				
A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E

**1. The goal of strategic management is to**

- A) achieve competitive advantage.
- B) maintain competitive advantage.
- C) achieve and maintain competitive advantage.
- D) eliminate competitive advantage
- E) eliminate and abolish competitive advantage.

**2. Which individuals are most responsible for the success and failure of an organization?**

- A) Strategists
- B) Financial planners
- C) Personnel directors
- D) Stakeholders
- E) Human resource managers

**3. All of the following are basic functions of marketing *except*:**

- A) value chain analysis
- B) customer analysis
- C) product and service planning
- D) pricing
- E) distribution

**4. What is the first step in the comprehensive strategic-management model?**

- A) Developing vision and mission statements
- B) Performing external audits
- C) Performing internal audits
- D) Establishing long-term objectives
- E) Measuring and evaluating performance

**5. Which of these is the allocation and reallocation of capital and resources to projects, products, assets and divisions of an organization?**

- A) Investment decision
- B) Dividend decision
- C) Financing decision
- D) Restructuring decision
- E) Strategic decision



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**6. The I/O approach to competitive advantage advocates that external factors are \_\_\_\_\_ internal factors in a firm achieving competitive advantage.**

- A) less important than  
 B) as important as  
 C) more important than  
 D) more common than  
 E) less common than

**7. Market commonality can be defined as:**

- A) the number and significance of markets that a firm competes in with rivals.  
 B) the number and significance of points in common a firm has with its rivals.  
 C) the extent to which the type of a firm's internal resources are comparable to a rival.  
 D) the extent to which the amount of a firm's internal resources are comparable to a rival.  
 E) none of the above.

**8. All of the following are political, governmental, and legal variables that can represent key opportunities or threats to organizations except:**

- A) special tariffs.  
 B) environmental protection laws.  
 C) world oil, currency, and labor markets.  
 D) legislation on equal employment.  
 E) population changes by race, age, sex, and level of affluence.

**9. Collecting and evaluating information on competitors is essential for successful**

- A) internal analysis.  
 B) strategy evaluation.  
 C) strategy formulation.  
 D) strategy implementation.  
 E) strategy management.

**10. What is not one of Michael Porter's five competitive forces?**

- A) New entrants  
 B) Rivalry among existing firms  
 C) Bargaining power of customers  
 D) Bargaining power of suppliers  
 E) Substitute product or service



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**QUESTION TWO: three branches**

**(5 Marks)**

Answer only ONE of the following questions:

1. Explain briefly the importance of (MIS) for strategic management process.
2. Discuss the value of integrating intuition and analysis in strategic management.
3. Explain the resource-based view (RBV) and its relation to strategic management.

**Question three: three branches**

**(5 Marks)**

Answer only ONE of the following questions:

1. What are the five major types of external forces that should be examined as part of an external audit? Give an example of each type of force.
2. Distinguish between the added value and value chain management
3. Explain briefly The *Industrial Organization (I/O)* approach to competitive advantage

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**End of Questions  
Good luck**

UNIVERSITY OF PALESTINE

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Answers for question two – Branch No.



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Answers for question three – Branch No.



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