


Course No: MAN 4321  
Course Title: Strategic Management  
Date: 13-01-2015  
No. of Questions: 3  
Time: 2 hour  
Using Calculator (No)

University of Palestine  
  
Final term Exam  
2014/2015  
Total Grade:

Instructor Name: Dr. EzzElarab  
Elawoor  
Student No.: \_\_\_\_\_  
Student Name: \_\_\_\_\_  
College Name: Business & Finance  
Dep. / Specialist: \_\_\_\_\_  
Using Dictionary (No)

## First Question

**Which of the following questions is (True) or (False):**


1. The Competitive Advantage from the industrial organization view means Positioning in industry, while it means from the resources – based view possessing unique organizational assets?
2. External analysis scans and evaluates various external environmental sectors impacting the organizational performance?
3. Amount of uncertainty determines amount and types of information needed and Information obtaining by analyzing external environment.
4. Internal analysis identifies and evaluates resources, capabilities, and core competencies?
5. Distinguish from competitors is one of the Distinctive Organizational Capabilities?
6. The role of weaknesses: Resources that an organization possesses and capabilities that an organization has developed. Both can be exploited and developed into a sustainable competitive advantage
7. Functional strategies (or operational strategies) are the short-term goal-directed decisions and actions of the organization's various functional areas.
8. A value chain is a systematic way of examining organization's functional activities?
9. Competition means; when organizations battle for some desired object or outcome?
10. In Differentiation Strategies, Incorporate should not differentiating features that cause buyers to prefer firm's product or service over brands of rivals

## Second Question

**Multiple choice, choose the right answer?**

1. Internal Analysis contents;
  - a. *Current* vision
  - b. Mission
  - c. Strategic objectives
  - d. Strategies
  - e. All the above
  - f. None
2. Six functional strategy areas:
  - a. Marketing + Research and development + Production-operations- manufacturing
  - b. Human resource management +Financial-accounting + Information systems-technology
  - c. Human resource management +operation activities + Information systems-technology
  - d. A+B
  - a. A+C
3. Production Process Strategies includes;
  - a. Process focused
  - b. Product focused
  - c. Repetitive focused
  - d. Location selection
  - e. A+B+C
  - f. A+B+D

Course No: MAN 4321  
Course Title: Strategic Management  
Date: 13-01-2015  
No. of Questions: 3  
Time: 2 hour  
Using Calculator (No)

University of Palestine  
  
Final term Exam  
2014/2015  
Total Grade:

Instructor Name: Dr. EzzElarab  
Elawoor  
Student No.: \_\_\_\_\_  
Student Name: \_\_\_\_\_  
College Name: Business & Finance  
Dep. / Specialist: \_\_\_\_\_  
Using Dictionary (No)

4. Work Design Strategies includes;
  - a. Job specialization + Job enlargement
  - b. Job enrichment + Ergonomics + Work methods
  - c. Size of facility
  - d. A+C
  - e. A+B
  
5. In Value Chain Analysis; Customer value means;
  - a. Product is unique and different
  - b. Product is low priced
  - c. Quick response to specific or distinctive customer needs
  - d. All the above
  - e. None
  
6. Competitive advantage exists when a firm's strategy gives it an edge in;
  - a. Defending against competitive forces *and*
  - b. Securing customers
  - c. Finding resources
  - d. A+C
  - e. A+B
  
7. Mix of these factors provide the basis for:
  - a. Cost leadership strategy (or low-cost strategy)
  - b. Differentiation strategy
  - c. Focus strategy
  - d. All the above
  
8. Production-Operations Management Strategies includes;
  - a. Purchasing management procedures
  - b. Project management procedures
  - c. Materials requirement planning techniques
  - d. Marketing techniques
  - e. A+B+C
  - f. D+B+C
  
9. In marketing; Segmentation Strategies determined according to:
  - a. Geographic + Demographic + Psychographic + Behavioral
  - b. Geographic + Demographic + Psychographic + selling
  - c. Geographic + Demographic + completion + Behavioral
  
10. Low-Cost Leadership in markets, means;
  - a. Make achievement of *low-cost relative to rivals* the *theme* of firm's business strategy
  - b. Find ways to *drive costs out* of business year-after-year
  - c. Low-cost leadership means low *Overall* costs, not just low manufacturing or production costs
  - d. All the above

Course No: MAN 4321  
Course Title: Strategic Management  
Date: 13-01-2015  
No. of Questions: 3  
Time: 2 hour  
Using Calculator (No)

University of Palestine



Final term Exam  
2014/2015  
Total Grade:

Instructor Name: Dr. EzzElarab  
Elawoor  
Student No.: \_\_\_\_\_  
Student Name: \_\_\_\_\_  
College Name: Business & Finance  
Dep. / Specialist: \_\_\_\_\_  
Using Dictionary (No)

### Third Question

**Answer only (4) questions of the followings;**

1. Explain the benefits and challenges of doing an external analysis?
2. Describe the relationship between organizational resources, organizational capabilities, core competencies, and distinctive capabilities.
3. Discuss why an internal analysis is important?
4. Describe the three basic functions that all organizations perform?
5. Explain the relationship between competitive advantage and competitive strategies?

End of Questions  
*Good Luck*