

University of Palestine



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Instructor Name: *Dr. Ismael Abu-Jarad*

Course No: MGNE3313
Course: Strategic Management
Date: 16/01/2018
No. of Questions: (3)
Time: 2 hours

Final Exam
2017/2018
Total Mark: ____ / 50%

Instructions: ANSWER Questions ONE (1) and TWO (2) in the boxes provided in the last page. This exam paper consists of FOUR (4) questions. You MUST answer all questions.

Question One: Mark the sentences below with [T] for True or [F] for False (10 Marks)

- 1) A product strategy deals with pricing, selling, and distributing a product.
- 2) Research indicates that a broad mission statement may be best in a turbulent environment.
- 3) Knowing a company is mindful of its impact on the environment seldom changes consumer buying habits.
- 4) Performance results are monitored at the strategy formulation phase of the strategic management process.
- 5) Being known as a socially responsible firm may provide a company with social capital, the goodwill of key stakeholders, that can be used for competitive advantage.
- 6) One risk of a cost leadership strategy is that the technology may change.
- 7) Using a market development strategy, a company can develop new products for existing markets or develop new products for new markets.
- 8) A financial strategy examines the financial implications of corporate and business-level strategic options and identifies the best financial course of action.
- 9) The follow-the-moon management philosophy allows project team members living in one country to pass their work to team members in another country in which the work day is just beginning.
- 10) If the strategy is incompatible with the corporate culture, the likelihood of its success is very low.

Question Two: Choose the right answer (A, B, C, D, or E) (12 Marks)

- 1) **According to Porter, a business unit in a competitive marketplace with no generic competitive strategy is**
A) achieving synergy.
B) practicing innovative leadership.
C) stuck in the middle.
D) not goal directed.
E) last in line.
- 2) **The pricing, selling, and distributing of a product is referred to as a(n) _____ strategy.**
A) marketing
B) functional
C) operations
D) financial
E) human resource management
- 3) **The flow of products into and out of the manufacturing process is a factor when developing a _____ strategy.**
A) marketing
B) logistics
C) operations
D) financial
E) human resource management

4) Once the best strategic alternative is selected, the broad guidelines for its implementation are then defined by

- A) trade-offs.
- B) policies.
- C) procedures.
- D) resource allocation.
- E) strategic options.

5) The emphasis of strategic management is on

- A) monitoring and evaluating external opportunities and threats in light of a corporation's strengths and weaknesses.
- B) first line managers.
- C) the short-run performance of the corporation.
- D) an examination of the organization's internal environment.
- E) an investigation of competitor actions.

6) A difference between basic financial planning and forecast-based planning is

- A) the time horizon is shorter in forecast-based planning.
- B) forecast-based planning incorporates internal and external information.
- C) basic financial planning utilizes consultants with sophisticated techniques.
- D) basic financial planning utilizes scenarios and contingency strategies.
- E) basic financial planning relies heavily on input from lower levels in the organization.

7) In the final phase of strategic management, strategic information is available to

- A) people throughout the organization.
- B) the top management responsible for decision making.
- C) middle management.
- D) operational personnel.
- E) only those responsible for implementing the strategy.

8) All of the following reflect activities of a learning organization EXCEPT

- A) experimenting with new approaches.
- B) learning from its own experiences and past history.
- C) solving problems systematically.
- D) alienating competitors in the industry.
- E) transferring knowledge quickly and efficiently throughout the organization.

9) The monitoring, evaluating, and disseminating of information from the external and internal environments to key people within the corporation is referred to as

- A) environmental scanning.
- B) external scanning.
- C) internal scanning.
- D) strategy formulation.
- E) strategy implementation.

10) Which of the following is an example of a mission statement?

- A) Diversify product line to appeal to more people.
- B) Increase sales by 10% over last year.
- C) Pay highest salaries to keep high quality employees.
- D) Develop and sell quality appliances worldwide.
- E) Divide a sales region into a group of sales districts.

12) All of the following reflect criticisms of the SWOT analysis EXCEPT

- A) uses no weights to reflect priorities.
- B) only requires a single level of analysis.
- C) provides a rational link to strategy implementation.
- D) ambiguity in words and phrases.
- E) generation of lengthy lists.

3. According to the authors of the textbook you have studied this semester, explain the strategies that should be avoided. (10 Marks)

1. _____

2. _____

3. _____

4. _____

5. _____

Answer Tables

Question 1 (True / False)

1	2	3	4	5	6	7	8	9	10

Question 2 (MCQs)

1	2	3	4	5	6	7	8	9	10	11	12

End of Exam Paper – Good Luck