

Course No: MGN3313
Course Title: Strategic Management
Date: 29th Nov. 2017
No. of Questions:5
Duration: an hour
Using Calculator (No)

University of Palestine



2nd Midterm Exam
1st Semester 2017/2018
Total Grade:15

Instructor Name: _____
Student No.: _____
Student Name: _____
College Name: _____
Dep. / Major: _____
Using Dictionary (No)

Instructions:

- Make sure this exam paper consists of **SIX (6)** pages.
- You **MUST** answer all questions.
- The answers for True / False as well as MCQs **MUST** be written in the boxes provided.

Question ONE: Decide whether each of the statements below is [T] True or [F] False. [7%]

- 1) The resources of an organization include tangible assets, human assets, and intangible assets.
- 2) Capabilities refer to a corporation's ability to exploit its resources.
- 3) Durability is the rate at which a firm's underlying resources and capabilities (core competencies) can be duplicated by others.
- 4) A core competency can be easily imitated to the extent that it is transparent, transferable, and replicable.
- 5) According to Porter, a manufacturing firm's support activities usually begin with inbound logistics, go through an operations process in which a product is manufactured, and continue on to outbound logistics and finally to service.
- 6) When employees across the organization hold the same cultural values and norms, this demonstrates a high level of cultural integration.
- 7) The corporate culture generally reflects the values of the founder(s) and the mission of the firm.
- 8) SWOT analysis is a panacea for strategy.
- 9) A propitious niche is a need in the marketplace that is currently unsatisfied.
- 10) The TOWS Matrix illustrates how the external opportunities and threats facing a particular corporation can be matched with that company's internal strengths and weaknesses to result in four sets of possible strategic alternatives.
- 11) SO strategies attempt to take advantage of opportunities by overcoming weaknesses.
- 12) Differentiation is the ability of a company or business unit to design, produce, and market a comparable product more efficiently than its competitors.
- 13) The first company to manufacture and sell a new product or service is called the ground breaker.
- 14) A defensive tactic usually takes place in an established competitor's market location.

1	2	3	4	5	6	7	8	9	10	11	12	13	14

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Question TWO: Choose the right answer (A, B, C, D, or E) in each of the questions below.

[11%]

1) The concept that advocates management's attempt to find a strategic fit between external opportunities and internal strengths while working around external threats and internal weaknesses is called

- A) environmental analysis.
- B) position analysis.
- C) strategic evaluation.
- D) objective analysis.
- E) situational analysis.

2) The particular capabilities and resources a firm possesses and the superior way in which they are used is called

- A) distinctive competencies.
- B) differentiating capabilities.
- C) situational proficiency.
- D) core competencies.
- E) distinctive characteristics.

3) Which of the following is NOT one of the four question areas Barney proposes in his VRIO framework used to evaluate a firm's key resources?

- A) durability
- B) organization
- C) rareness
- D) value
- E) imitability

4) When a company determines a competency's competitive advantage, Barney refers to this issue as

- A) value.
- B) rareness.
- C) imitability.
- D) organization.
- E) durability.

5) Things that a corporation can do exceedingly well across the corporation are called

- A) resources.
- B) distinctive competencies.
- C) core competencies.
- D) critical success factors.
- E) key performance factors.

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6) The T in SWOT represents

- A) tactic.
- B) threat.
- C) tautology.
- D) temporal.
- E) time.

7) A corporation's specific competitive role which is so well-suited to the firm's internal and external environment that other corporations are NOT likely to challenge or dislodge it.

- A) propitious niche.
- B) strategic fit
- C) common thread
- D) business screen
- E) implicit strategy

8) According to the text, unique market opportunities that are available for only a particular time are called

- A) situational occasions.
- B) critical openings.
- C) strategy implementation.
- D) strategic windows.
- E) trigger points.

9) In a TOWS Matrix, WT Strategies

- A) are generated by thinking of ways in which a company or business unit could use its strengths to take advantage of opportunities.
- B) attempt to take advantage of opportunities by overcoming weaknesses.
- C) are basically defensive and primarily act to minimize weaknesses and avoid threats.
- D) consider a company's or unit's strengths as a way to avoid threats.
- E) are ways to get strategists to think "out of the box."

10) According to Porter, the competitive strategy that reflects the ability of the corporation or its business unit to design, produce, and market a comparable product more efficiently than its competitors is called

- A) competitive scope.
- B) differentiation.
- C) concentration.
- D) diversification.
- E) lower cost.

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11) What are the two generic competitive strategies that Porter promotes as the means for outperforming other corporations in a particular industry?

- A) competitive scope and differentiation
- B) diversification and concentration
- C) lower cost and competitive scope
- D) concentration and lower cost
- E) lower cost and differentiation

Section THREE / Short Essay Questions (12 Marks)

1. Briefly discuss the three basic organizational structures.

[3%]
