

Course No: TMIS 3306
Course Title: Strategic Management
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Using calculator (No)

University of Palestine



final Term Exam. 2nd Semester 2017/2018
Total Grade: (50)

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Student No.: -----

Student Name:-----

College Name:-----

Dep. / Specialist:-----

Using Dictionary: (No)

Question No 1: (13 marks)

Write (t) in front of the Right answer & (f) in front of the Wrong answer :

1. () Strategic management is a long term project's planning implementing and evaluating.
2. () Forward integration seeking ownership or increased control of a firm's suppliers.
3. () Market penetration means introducing present products into new geographic areas.
4. () Liquidation strategy is selling all of a company's assets in parts.
5. () The IE Matrix is based on the IFE total weighted and the EFE total weighted scores.
6. () Negative aspect of the QSPM can examine sequentially or simultaneously sets of strategies.
7. () QSPM always requires intuitive judgments and educated assumptions
8. () Strategy Formulation focus on effectiveness meanwhile Strategy Implementation focus on efficiency
9. () Most quantitative criteria are geared to long-term objectives rather than annual objectives
10. () Different accounting methods can provide different results on many quantitative criteria
11. () Strategy evaluation activities should be meaningful but it mustn't be economical.
12. () The matrix structure is the most simple of all structures because it depends upon both vertical and horizontal flows of authority and communication.
13. () Restructuring means reducing the size of an organization, and it's also called downsizing rightsizing and delaying.

Question No.2: (13 marks)

Choose the most appropriate answer to each question from the following:

1. Strategy evaluation includes basic activities such like:

- A. examining the underlying bases of a firm's strategy
- B. comparing expected results with actual results
- C. taking corrective actions to ensure that performance conforms to plans
- D. all the above.

2. When we measure organizational performance we

- A. compare the firm's performance over different time periods
- B. examine the external opportunities
- C. examine the external threats
- D. examine if we vulnerable to a hostile takeover

3. Financial objectives concentrate on

- | | |
|---------------------------|--------------------------------------|
| A-larger market share | B-growth in revenue |
| C- lower costs than rival | D- higher product quality than rival |

4. Strategic objectives concentrate on

- | | |
|------------------------------|-----------------------|
| A-higher dividends | B-greater ROI |
| C- wider geographic coverage | D- rising stock price |

5. The vertical integration strategies contain

A-market penetration

B-market development

C- divestiture

D- forward integration

6. Intensive strategies include

A-product development

B-backward integration

C- retrenchment

D- liquidation

7. The cost leadership strategy requires the next conditions

A-plentiful supply of identical products

B-little products differentiation

C- low cost to switch

D- all the above

8. Grand Strategy Matrix based on the following evaluative dimensions

A-competitive position

B-industry growth

C- A+B

D- strengths and weakness points

9. The major benefit of the BCG Matrix is that it draws attention to

A-the cash flow

B-take care of investment characteristics

C- needs of an organization's various divisions

D- all the above

10. Strategy Formulation takes care of

A-positioning forces before the action

B-managing forces during the action

C- effectiveness

D- A+C

11. Strategy implementation be attention to

A-effectiveness

B- efficiency

C- Primarily intellectual

D- good intuitive and analytical skills

12. Divisional Structure can be organized in the following ways

A-by product or service

B- by geographic area

C- A+B

D- by providers

13. Limitations of the QSPM

A-sets of strategies can be examined sequentially or simultaneously

B-requires intuitive judgments and educated assumptions

C- requires strategists to integrate BF,EF ,and IF into the decision process

D- can be adapted for use by small and large organizations

Question No 3: (24 marks)

Answer only six questions from the followings:

1. What are the characteristics of good long term objectives?
2. What are the benefits of having clear objectives?
3. Explain SWOT and write its four types of strategies.
4. Explain the Boston consulting group matrix.
5. Why strategy evaluation is more difficult today?
6. Write characteristics of an effective evaluation system.
7. Summarize the course strategic management in one page.

With best wishes