

对外经济贸易大学
2007—2008学年第一学期
《战略管理》期末考试试卷（B卷）

课程代码及课序号：MGT311—0

学号：_____ 姓名：_____ 成绩：_____

班级：_____ 课序号：_____ 任课教师：_____

题号	一	二	三	四	五	合计
得分						

Notice: Please write your name and all your answers on the answer sheet.

Part I Multiple Choice (20 points, 2 points for each. For each question, please select one best answer.)

1. Primary activities are:
 - A) the activities most likely to be imitated by competitors.
 - B) involved in a product's physical creation, its distribution, and its service after the sale.
 - C) the activities involved when companies are initially established.
 - D) the activities that the top management team most values.
 - E) none is correct.

2. Which of the following is NOT an assumption of the Industrial Organization, or I/O model?
 - A) Organizational decision makers are rational and committed to acting in the firm's best interests.
 - B) Resources to implement strategies are not highly mobile across firms.
 - C) The external environment is assumed to impose pressures and constraints that determine the strategies that result in superior performance.
 - D) Firms in given industries, or given industry segments, are assumed to control similar strategically relevant resources.
 - E) None above is correct.

3. Which of the following is a true statement about organizational structures for implementing business-level strategies?
 - A) A cost leadership strategy requires a simple structure emphasizing high specialization, centralization, and structured job roles.
 - B) A differentiation strategy requires a functional structure with limited formalization,

- broad job descriptions, and an emphasis on the R&D and marketing functions.
- C) An integrated cost leadership/differentiation strategy requires a multidivisional structure using high formalization, decentralized decision-making, and vertical coordination.
- D) A focused strategy requires a functional structure featuring high levels of both specialization and formalization.
- E) none is correct
4. A company's business model
- A) concerns the game plan a company's management is using to stake out a market position, operate the business, and compete successfully.
- B) deals with whether the revenue-cost-profit economics of its strategy demonstrate the viability of the business enterprise as a whole—in effect, it is management's plan for making money in a particular line of business.
- C) concerns what combination of competitive moves it plans to make to outmaneuver its rivals.
- D) deals with how it can simultaneously maximize profits and operate in a socially responsible manner that keeps its prices as low as possible.
- E) concerns how to balance strategic objectives against financial objectives.
5. To be a core competency, a capability must satisfy all of the following criteria EXCEPT:
- A) be technologically innovative.
- B) be hard for competing firms to duplicate.
- C) be without good substitutes.
- D) be valuable to customers.
- E) none is correct.
6. The objective of competitive strategy is to
- A) overcome the industry's driving forces.
- B) knock the socks off rival companies by doing a better job of providing what buyers are looking for.
- C) get the company into the best strategic group and then dominate it.
- D) maximize profits and increase shareholder value.
- E) grow revenues at a higher annual rate than rivals are able to grow their revenues.
7. Which of the following is not one of the five generic types of competitive strategy?
- A) A low-cost leadership strategy
- B) A broad differentiation strategy
- C) A best-cost provider strategy

- D) Focused low-cost provider
 - E) Market share leadership
8. Resources of the firm would NOT include:
- A) skills of individual employees.
 - B) capital equipment.
 - C) industry structure.
 - D) talented managers.
 - E) brand
9. The evolution to a diversification strategy requires a firm to use a:
- A) functional structure.
 - B) simple structure.
 - C) multidivisional structure.
 - D) matrix structure.
 - E) none is correct
10. The integration of a cost leadership and a differentiation strategy will:
- A) not be used extensively in the future.
 - B) allow a firm to adapt more quickly.
 - C) slow the ability of a firm to respond.
 - D) lower the risks of the firm.
 - E) lower the advantage.

Part II True or False Questions (10 points, 1 point for each)

1. The objective of competitive strategy is to challenge rival companies by doing a better job of providing what buyers are looking for. ()
2. The most popular strategy for entering new businesses and accomplishing diversification is internal startup. ()
3. The basic premise of unrelated diversification is that any company that can be acquired on good financial terms and that has satisfactory profit potential represents a good business to diversify into. ()
4. The most trustworthy signs of a well-managed company are good strategy-making combined with good strategy execution. ()
5. The I/O (Industrial Organization) model assumes that a firm's unique resources and capabilities are its main source of above-average returns. ()
6. The strategic management process requires the making of only a single decision about the overall strategy of a firm. ()

7. The competitive advantage of a best-cost provider is lower costs than rivals in incorporating good-to-excellent attributes, putting the company in a position to underprice rivals whose products have similar appealing attributes. ()
8. When selecting which new businesses to acquire and how to manage them, the firm's top executives need to consider their firm's existing portfolio of core competencies. ()
9. The five forces model (buyers/suppliers/new entrants/substitutes/rivalry) is a firm-level analytical model. ()
10. The external environmental analysis process should be used no more than once a year. ()

Part III Essay Questions (20 points. 10 points for each. Please answer the following questions clearly and briefly)

1. Explain the strategic management process.
2. Taking examples to show what are high exit barriers and how do they affect the competition within an industry?

Part IV Scenario Question (20 points)

Recently, a Chinese enterprise---Gome enterprise group(国美集团) decided to add a new business model to its current chain stores of home electrical appliance, that is to set up special chain stores just for mobile phone products to focus on the competition with other special mobile phone sellers. Gome is famous for its "Wal-Mart model in home electrical appliance industry" and it has become the industry NO. 1 in China with the sale and number of the stores. It normally will use low-cost strategy to win the market. Concerning the risks, benefit and management of diversified businesses, how do you evaluate this investment decision?

Part V Case Analysis (30 points, 10 points for each. Please make the best choice and answer questions)

Walt Disney Company is famed for its creativity, strong global brand, and uncanny ability to take service and experience businesses to a higher level. In the 1970s, the company realized nearly 90 percent of its revenues from its cartoons and the Disneyland theme park in Anaheim, CA. By the beginning of the 21st Century, Disney had not only opened up more parks and ramped up its output of animated films, it had also diversified into many businesses well beyond its traditional core of high-quality cartoon animation and theme parks. For instance, the Disney empire diversified vertically and horizontally into retail (The Disney Store), cruise lines, theaters, motels, and the Disney Press. It also moved into new product offerings such as sports franchises, TV networks (ABC) and stations, Miramax, Hollywood Video, Broadway shows (Beauty and the Beast), and vacation clubs. International growth included EuroDisney, and new releases of TV

shows, videos, and movies worldwide. Indeed, while many of Disney's businesses had some tie to Mickey Mouse, less than 25% of total revenues now came directly from its parks and animated feature films.

Questions 1-3

1. What level and type of diversification best characterized Disney in the 1970s? What are the main characteristics of this diversification?
 - A) dominant business
 - B) related constrained
 - C) related linked
 - D) unrelated

2. What level and type of diversification best characterized Disney at the beginning of the 21st Century? What are the main characteristics of this diversification?
 - A) dominant business
 - B) related constrained
 - C) related linked
 - D) unrelated

3. Assume that Disney can benefit from both operational and corporate relatedness. Which of the following corporate core competencies would provide Disney the greatest opportunity to create value across all or most of its many businesses? Tell the reasons.
 - A) leading-edge animation and live-action film production skills
 - B) ability to manage creativity and service excellence within financial constraints
 - C) ability to generate and manage cash-flow surpluses efficiently
 - D) strong general managers and general management skills

Answer Sheet

学号：_____ 姓名：_____ 成绩：_____
班级：_____ 课序号：_____ 任课教师：_____

题号	一	二	三	四	五	合计
得分						

Part I Multiple Choice (20 points, 2 points for each)

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.

Part II True or False Questions (10 points, 1 point for each)

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.

Part III Essay Questions (20 points, 10 points for each)

Part IV Scenario Question (20 points)

Part V Case Analysis (30 points, 10 points for each)