

**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）答案**  
课程代码及课序号：MGT311—0

**Part 1 Multiple Choice** (20 points, 2 points for each)

1. B
2. E
3. B
4. B
5. A
6. B
7. E
8. C
9. C
10. B

**Part 2 True or False Questions** (10 points, 1 point for each)

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

**Part3 Essay Questions** (20 points, 10 points for each)

1. The strategic management process is intended to be a rational and disciplined approach to achieve strategic competitiveness and earn above-average returns. In the strategic management process, the firm studies its internal and external environments to identify marketplace threats and opportunities, and to determine how to use its core competencies to achieve desired outcomes. With this knowledge, the firm forms its strategic intent and strategic mission, ultimately achieving (if successful) strategic competitiveness and above-average returns.
2. Exit barriers are economic, strategic, and emotional factors causing companies to remain in an industry, even though the profitability of doing so is in question. The following are common sources of exit barriers: 1) specialized assets which cannot be used in another business or location; 2) fixed costs of exit, such as labor agreements which penalize a firm for ceasing operation; 3) strategic interrelationships or mutual dependence of business units wherein one business of a corporation serves another corporate business; 4) emotional

barriers that cause owners to be sentimentally attached to the business or to their own role in it;  
5) government and social restrictions that prevent a firm from closing, often in order to prevent the loss of jobs in a country or community.

**Part 4 Scenario Question (20 points)**

- (1) The decision is quite risky (5 points);
- (2) Risks: Conflicts with the mobile phone business in traditional Gome channel; Blur the brand of Gome (5 points);
- (3) Benefits: Sourcing synergy; sharing marketing cost; people sharing(5 points);
- (4) Management: Main focus of managers should be building resource sharing relationship between traditional channel and new channel with the mobile phone business. (5 points)。

**Part 5 Case Analysis (30 points)**

1. A
2. B
3. B