

I. Thông tin chung

Học phần: Quản trị chiến lược	Số tín chỉ: 03
Mã học phần: 72MANA30053	Mã nhóm lớp học phần: 241_72MANA30053_01
Thời gian làm bài: 75 phút	Hình thức thi: Trắc nghiệm + Tự luận
SV được tham khảo tài liệu:	Có <input type="checkbox"/> Không <input checked="" type="checkbox"/>
Giảng viên nộp đề thi, đáp án	Lần 1 <input checked="" type="checkbox"/> Lần 2 <input type="checkbox"/>

II. Các yêu cầu của đề thi nhằm đáp ứng CLO

Ký hiệu CLO	Nội dung CLO	Hình thức đánh giá	Trọng số CLO trong thành phần đánh giá (%)	Câu hỏi thi số	Điểm số tối đa	Lấy dữ liệu đo lường mức đạt PLO/PI
(1)	(2)	(3)	(4)	(5)	(6)	(7)
CLO1	Explain the fundamental management concepts and functions (planning, organizing, leading, controlling) and how the managers help organizations react to external environmental changes.	Trắc nghiệm	50%	1-20	5	PI 2.1
CLO2	Define critical management skills to managers including decision-making, communication and teamwork	Tự luận	20%	1	2	PI 2.1
CLO5	Demonstrate critical thinking through the ability to identify management problems and propose solutions to the organization.	Tự luận	30%	2	3	PI 7.1

III. Nội dung câu hỏi thi

PART 1: MULTIPLE CHOICE TEST: 25 questions; 1 points/question (25 points)

1. True or False: A strategic plan is a company's game plan

- A. True
- B. False

ANSWER: A

2. True or False: A strategic plan emerges from challenging managerial decisions among many viable options and demonstrates a commitment to particular markets, policies, procedures, and operations

- A. True
- B. False

ANSWER: A

3. Fill in the blank: Strategic Management is the art and science of _____ cross- functional decisions that enable an organization to achieve its objectives

- A. Planning, organizing, and controlling
- B. formulating, implementing, and evaluating
- C. Monitoring, innovating, and delegating
- D. Analyzing, documenting, and reporting.

ANSWER: B

4. Fill in the blank: Any activity a company excels at, especially when compared to those performed by competing firms is _____

- A. Strategic Alignment
- B. Core Competency
- C. Competitive Advantage
- D. Market Positioning

ANSWER: C

5. Fill in the blank: Individuals who are primarily accountable for an organization's success or failure and assist in collecting, analyzing, and structuring information are referred to as _____

- A. Analysts
- B. Strategists

- C. Consultants
- D. Managers

ANSWER: B

6. True or False: A good mission statement allows for the generation and consideration of a range of feasible alternative objectives and strategies without unduly stifling management creativity.

- A. True
- B. False

ANSWER: A

7. True or False: A mission statement needs to be broad to reconcile differences effectively among, and appeal to, an organization's diverse stakeholders.

- A. True
- B. False

ANSWER: A

8. True or False: The mission statement development process should exclude employees, managers, shareholders, boards of directors, customers, suppliers, distributors, creditors, various levels of government (local, state, federal, and international), unions, competitors, environmental organizations, and the general public.

- A. True
- B. False

ANSWER: B

9. Fill in the blank: A _____ answers the pivotal question "What is our business?"

- A. Vision Statement
- B. Strategic Goal
- C. Mission statement
- D. Core Value

ANSWER: C

10. Fill in the blank: The _____ should reveal the type of business the firm engages

- A. Mission statement
- B. vision statement
- C. Strategic Goal
- D. Core Value

ANSWER: B

11. True or False: External audit focuses on identifying and evaluating trends and events beyond the control of a single firm.

- A. True
- B. False

ANSWER: A

12. True or False: Companies should formulate strategies that enable them to respond proactively or reactively to external factors, leveraging opportunities and mitigating the effects of potential threats.

- A. True
- B. False

ANSWER: A

13. Fill in the blank: _____ reveals key opportunities and threats confronting an organization so that managers can formulate strategies to take advantage of the opportunities and avoid or reduce the impact of threats.

- A. External audit
- B. Market Research
- C. Internal Audit
- D. Competitive Analysis

ANSWER: A

14. Fill in the blank: A systematic and ethical process for gathering and analyzing information about the competition's activities and general business trends to further a business's own goals is known as _____.

- A. Competitive intelligence
- B. Competitive Analysis
- C. Strategic Planning
- D. Market Research

ANSWER: A

15. Fill in the blank: A firm's strengths that cannot be easily matched or imitated by competitors is _____.

- A. Core Competencies
- B. Distinctive competencies
- C. Competitive Strengths
- D. Strategic Advantages

ANSWER: B

16. True or False : Building competitive advantages involves taking advantage of distinctive competencies.

- A. True
- B. False

ANSWER: A

17. True or False : The internal audit requires gathering, assimilating, and prioritizing information about the firm's management, marketing, finance, accounting, production/operations, research and development (R&D), and management information systems operations.

- A. True
- B. False

ANSWER: A

18. True or False : For a resource to be valuable, it must be either rare, hard to imitate, or not easily substitutable.

- A. True
- B. False

ANSWER: A

19. Fill in the blank: Selling all of a company's assets, in parts, for their tangible worth is known as _____

- A. Divestiture
- B. Bankruptcy
- C. Merger
- D. Liquidation

ANSWER: D

20. Fill in the blank: _____ is “a pattern of behavior that has been developed by an organization as it learns to cope with its problem of external adaptation and internal integration and that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel.”

- A. Corporate Strategy
- B. Organizational culture
- C. Leadership Philosophy
- D. Business Ethics

ANSWER: B

21. Fill in the blank: The process of defining, anticipating, creating, and fulfilling customers’ needs and wants for products and services is _____.

- A. Advertising
- B. Sales
- C. Marketing
- D. Product Development

ANSWER: C

22. Fill in the blank: _____ includes many marketing activities, such as advertising, sales promotion, publicity, personal selling, sales force management, customer relations, and dealer relations.

- A. Selling
- B. Marketing
- C. Distribution
- D. Branding

ANSWER: A

23. Fill in the blank: _____ includes activities such as test marketing; product and brand positioning; devising warranties; packaging; determining product options, features, style, and quality; deleting old products; and providing for customer service.

- A. Selling
- B. Marketing
- C. Distribution
- D. Product and Service Planning

ANSWER: D

24. Fill in the blank: _____ includes warehousing, distribution channels, distribution coverage, retail site locations, sales territories, inventory levels and location, transportation carriers, wholesaling, and retailing.

- A. Branding
- B. Distribution
- C. Advertising
- D. Product and Service Planning

ANSWER: B

25. Fill in the blank: _____ Collects, codes, stores, synthesizes, and presents information in such a manner that it answers important operating and strategic questions

- A. Decision Support System
- B. Customer Relationship Management
- C. Enterprise Resource Planning
- D. Management Information System

ANSWER: D

PART 2: ESSAY (5 points)

***Students answer the questions in ENGLISH.**

- 1) **Question 1 (5 points)** : what are the 3 stages in Strategic Management? Explain each stages.
- 2) **Question 2 (5 points)** : Explain the Porter's Five-Forces Model with diagram. Explain with example.
- 3) **Question 3 (5 points)** : What are the five broad categories into which external forces can be divided?
- 4) **Question 4 (5 points)** : Explain in detail Forward Integration, Backward Integration, Horizontal Integration, Market penetration, Market Development , Product Development, Related Diversification, Unrelated Diversification, Retrenchment, Divestiture, Liquidation.
- 5) **Question 5 (5 points)** : Explain the Boston Consulting Group (BCG) Matrix with diagram.

DEAN

Ho Chi Minh City, date month year
LECTURE

Dr. Nguyen Quynh Mai

Dr. Surender Rangaraju