



# **STAMFORD COLLEGE**

**SCHOOL OF BUSINESS, MARKETING AND ACCOUNTING**

**DIPLOMA IN BUSINESS ADMINISTRATION  
(SEMESTER 5)**

**DBA 206: STRATEGIC ANALYSIS**

**Date : 28 August 2007**

**Time : 9.30am-12.30pm**

**Duration: 3 hours**

## **Instructions to candidates**

This paper consists of TWO sections. Section A comprises objective questions and Section B comprises subjective questions. Candidates are required to attempt Section A (maximum score of 40 marks) and any THREE questions from Section B (maximum score of 60 marks).

Please ensure that this examination paper contains TWENTY objective questions and FIVE subjective questions on FIVE printed pages before you start the examination.

Books, papers and other written materials are not allowed to be brought into the examination hall. A candidate who violates the examination rules of Stamford College or commits a malpractice will be disqualified from the examination.

Write your Examination Index Number on each page of your answer booklet.

Answer Sheet is provided for Section A.



**SECTION A (OBJECTIVE QUESTIONS)**

Section A consists of TWENTY questions. Candidates are required to answer ALL questions. Each correct answer merits 2 marks.

1. Which of the following statements regarding culture is TRUE?
  - A. Building cultural awareness is an easy task.
  - B. Culture can easily be isolated from other external environmental factors.
  - C. Cultures are dynamic because individual and group attitudes evolve.
  - D. There is a foolproof method for building cultural awareness.
  
2. \_\_\_\_\_ is a form of secular totalitarianism in which political and economic systems and philosophies are virtually inseparable.
  - A. Communism
  - B. Socialism
  - C. Democracy
  - D. Representative democracy
  
3. Companies sometimes enter collaborative arrangements to gain complementary resources from other companies because each company has a unique combination of competencies. That each company has a unique combination of resources is known as the \_\_\_\_\_ of the firm.
  - A. resource-based view
  - B. cultural-diverse view
  - C. competition-dominant view
  - D. technological view
  
4. Different types of collaborative arrangements may entail different levels of resource commitments and different degrees of trade-offs among company objectives. Nevertheless, when a company has a desired, unique, difficult-to-duplicate resource, its choice of international operating forms:
  - A. should prioritize the securement of vertical linkages.
  - B. decreases because competitors may pre-empt the market.
  - C. should be based on an objective of maximizing geographic diversity.
  - D. increases because competitive pressure is less.
  
5. Which of the following is NOT a major development in the global business community?
  - A. Technological innovation.
  - B. A changing world output and world trade picture.
  - C. Sticker trade barriers.
  - D. Integrated economic markets.

6. Coco-Cola, Levi Strauss and Sony are all examples of product that:
- A. global consumer tend to avoid.
  - B. prefer to export rather than set up operations in foreign countries.
  - C. prefer to set up operations in foreign countries rather than export.
  - D. global consumer prefer.
7. When a firm has something that competitors cannot duplicate or believe is too difficult or expensive to overcome, it is called a(n):
- A. tangible asset.
  - B. intangible liability.
  - C. sustainable competitive advantage.
  - D. identity crisis.
8. Which of the following is NOT a characteristic of social-cultural conditions?
- A. Interest rates.
  - B. Norms.
  - C. Values.
  - D. Preferences of society.
9. A Pizza Hut in New York City has twenty employees: five are females, seven are of Asian descent, and two are African Americans, reflecting which trend in HR management?
- A. Increasing internal recruiting.
  - B. Greater workforce diversity.
  - C. Globalization.
  - D. Increasing impact of legislation.
10. Attributes of \_\_\_\_\_ are low dependence on the organization and a desire for personal time, freedom, and challenge.
- A. collectivism
  - B. individualism
  - C. democracy
  - D. totalitarianism
11. When identifying core competencies and market opportunities, what is the first step a firm should take?
- A. Identify resource gaps that need to be filled.
  - B. Select a strategy that best exploits the firm's capabilities to external opportunities.
  - C. Appraise the profit generating potential of resource/ capabilities.
  - D. Identify the firm's resource and locate areas of strength and weaknesses relative to competitors.

12. Asking employees to list their educational backgrounds, training experiences, and the foreign languages they speak helps to create:
- A. an employee network.
  - B. job specifications for new positions.
  - C. a skills inventory.
  - D. an assessment program.
13. Which is an on-the-job training technique?
- A. An apprenticeship for a carpenter.
  - B. A simulation game with an attorney practicing a trial.
  - C. Computer assisted instruction of a manager trainee.
  - D. A problem- solving lecture designed to improve the problem solving skills of sales representatives.
14. What kind of control system relies on unwritten expectations regarding performance?
- A. Process approach.
  - B. Outcome approach.
  - C. Informal.
  - D. Formal.
15. \_\_\_\_\_ focuses on the work process and directly regulates how the process is carried out, whereas \_\_\_\_\_ takes a broad look at the directions and priorities of an organization.
- A. The balance scorecard; bureaucratic control.
  - B. Operations managements; bureaucratic control.
  - C. Bureaucratic control; market control.
  - D. Bureaucratic control; the balance scorecard.
16. The skills required for information systems management are analytical skills, flexibility skills, innovation skills, and:
- A. conflict management skills.
  - B. negotiation skills.
  - C. organization skills.
  - D. control skills.
17. Management of information systems provides access to information on all of the following EXCEPT:
- A. social responsibility.
  - B. operations management.
  - C. human resource management.
  - D. communication.

18. When McDonald's has all the information needed to make the decision to drop a product such as the triple cheeseburger from its menu, it is called:
- A. comprehensive information.
  - B. valuable data.
  - C. timely information.
  - D. relevant information.
19. FedEx has a tracking system that provides customer information and access to other services in the company's:
- A. database.
  - B. data warehouse.
  - C. process control centre.
  - D. just-in-time system.
20. Which of the following is NOT a characteristic of globalization?
- A. Firms are more dependent on foreign markets for raw materials.
  - B. Firms are more dependent on foreign markets for the processing of products and services.
  - C. Firms are more dependent on foreign markets for sale of products and services.
  - D. The world is getting "bigger".

## SECTION B (SUBJECTIVE QUESTIONS)

Section B consists of FIVE questions. Candidates are required to answer any THREE questions.

### Question 1

- a) Describe the differences between Individualism and Collectivism. (10 marks)
- b) Describe the differences between Market Economy and Command Economy. (10 marks)
- (Total = 20 marks)

### Question 2

A firm considering entering a foreign market must decide on the best means of doing so. Using suitable examples, discuss the modes of entry to a foreign market.

(Total = 20 marks)

**Question 3**

a) Using suitable examples, describe the term “globalisation of markets” (5 marks)

b) Briefly describe the THREE components of product attributes. (15 marks)

(Total = 20 marks)

**Question 4**

a) Define Human Resource Development (HRD). (2 marks)

b) Explain the Human Resource Development’s specialist roles. (18 marks)

(Total = 20 marks)

**Question 5**

“Market research is the systematic design, analysis, and reporting of data and findings to any marketing situation facing the organization”. In carrying out a research, what are the factors that should be considered by the researcher?

(Total = 20 marks)

**- END OF PAPER -**