



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

**Master of Business Administration 2015/2017 (Weekend) (Semester II Second - half) Examination
– December 2016**

MBA 541 – Strategic Management

Three (03) Hours

Answer ALL Questions

This paper has five (05) questions on two (02) printed pages.

1. i. “Strategic management is a continuous process of creation, activation and control of strategies by organizations with the purpose of achieving and sustaining competitive advantage in the dynamic environment.”

Discuss the above statement highlighting three main phases of strategic management process.

(10 Marks)

- ii. “Most organizations implement both deliberate and emergent strategies.” Do you agree with this statement? Explain your answer with appropriate examples.

(10 Marks)

(Total 20 Marks)

2. i. “Mission statement presents a starting point of crafting objectives and creating strategies.” Discuss the above statement highlighting the role of mission statement in crafting objectives and creating strategies.

(10 Marks)

- ii. Resource-Based View (RBV) of a firm is a business management tool used to determine the strategic resources available to a company. Describe how RBV can be used to identify the strategic resources of a firm.

(10 Marks)

(Total 20 Marks)

3. M. Porter's generic strategies remain one of the most widely accepted typology of strategic options for businesses. Discuss the generic strategies and their roles in maintaining competitive advantage of firms with relevant examples.

(20 Marks)

4. i. "One of the main challenges of companies is how to select feasible corporate level strategies in a competitive business environment in achieving their objectives." Discuss the different tools available for companies in selecting feasible strategies at corporate level.

(10 Marks)

- ii. "Diversification is one of the growth strategies which has both positive and negative consequences." Discuss the positive and negative consequences of diversification strategies with examples from Sri Lankan corporates.

(10 Marks)

(Total 20 Marks)

5. i. "Action plans provide specific directions for implementing a corporate plan." Discuss such directions that could be included in an action plan.

(10 Marks)

- ii. "Directional Policy Matrix (DPM) is a more effective tool for business portfolio analysis." Describe the steps of DPM in calculating the market attractiveness and business strengths, using a Strategic Business Unit (SBU) of your choice with appropriate assumptions.

(10 Marks)

(Total 20 Marks)