

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level II – Semester VII) Examination – 2018

MOS 2310/ACT 2310/~~MP~~2310 – Strategic Management

Three (03) Hours

Answer any FIVE (05) questions

1. i. Distinguish vision, mission, goals, objectives and values with appropriate examples. (10 Marks)

ii. “Provision of safe, reliable and punctual rail transport service for both passenger and freight traffic, economically and efficiently”.- Sri Lanka Railways (SLR)

Evaluate the effectiveness of above mission statement and suggest required changes in order to make it more effective for strategic purpose.

(10 Marks)

(Total 20 Marks)

2. i. Assess the effectiveness of five forces model as a tool of evaluating the level of competitive position in an industry. Based on the five forces analysis result, if a company found it is a relatively weaker competitor in the industry what are the available strategies for that company to improve its competitive position?. Provide appropriate examples for your answer.

(10 Marks)

ii. Briefly describe the importance “Strategic Group Mapping technique” for strategic decision with an appropriate diagram.

(10 Marks)

(Total 20 Marks)

3. i. “Many companies use value chain analysis to identify ways of gaining and sustaining competitive advantage”. Draw the values chain of the firm you visited for your strategic management group assignment and discuss at least two activities/sub activities you identified that can be further improved for enhancing customer value with sufficient justifications.

(10 Marks)

ii. Assuming that you are serving as CEO of a herbal drink manufacturing organization in Sri Lanka, discuss uniqueness of your organization with examples that can be considered for gaining differentiation advantage.

(10 Marks)

(Total 20 Marks)

4. i. What is meant by “Best Cost Provider Strategy? Discuss the importance of practicing that strategy for current market conditions.

(10 Marks)

ii. “Rather than doing internally many organizations tend to outsource some of their functions “ Discuss the criteria to be considered when deciding outsourcing some of the internal activities.

(10 Marks)

(Total 20 Marks)

5. i. Critically evaluate the factors that encourage firms to pursue vertical integration strategies.

(10 Marks)

ii. Discuss the role of Portfolio Analysis in assessing the businesses of a diversified company. Use General Electrics (GE) matrix to support your answer.

(10 Marks)

(Total 20 Marks)

6. “Strategies should align with organizational structure, stage of the organizational life cycle and organizational culture.”. Discuss.

(Total 20 Marks)

7. i. Briefly discuss the differences between “red ocean strategy” and “blue ocean strategy”.

(10 Marks)

ii. Assume that you are planning to implement the blue ocean strategy for a product or service that you are familiar. By using four action frameworks, briefly discuss how you implement the blue ocean strategy based on the above framework.

(10 Marks)

(Total 20 Marks)

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