



UNIVERSITY OF COLOMBO, SRI LANKA  
FACULTY OF MANAGEMENT AND FINANCE  
**Postgraduate & Mid-Career Development Unit**

Master of Business Administration/ Master of Business Administration in  
Finance/ Master of Business Administration in Marketing/ Master of Business  
Administration in HRM ( Semester II, First Half - Old Curriculum), Repeat Examination  
July 2017

**MBA 541 – Strategic Management**

**Three (03) Hours**

Answer **All (05)** Questions

- 
1. i. “Strategic management is an on-going, never-ending, integrated process requiring continuous reassessment and reformation and it involves a complex pattern of actions and reactions” Do you agree with this statement? Justify your answer.  
(12 marks)
- ii. Mintzberg and Waters (1985) classify organizational strategies as either deliberate or emergent, though some strategies have dual characteristics of both deliberate and emergent. Evaluate this statement with examples.  
(08 marks)  
**(Total 20 Marks)**
2. i. “Strategy is concerned with matching firm’s internal environment with external environment. However, strategy selection is largely influenced by the past experience of top management” Do you agree with this statement? Explain with examples.  
(10 marks)
- ii. “Mission statement fundamentally specifies the firm’s reason for being” Briefly discuss the key elements of effective mission statements.  
(10 marks)  
**(Total 20 Marks)**

3. "Porter's generic strategies are widely accepted strategic options for businesses and they are critical for firm competitiveness" Discuss the generic strategies and their roles in maintaining competitive advantage of firms with relevant examples.

(Total 20 Marks)

4. i. "One of the main objectives of horizontal and vertical integration is to create a monopolistic power" Do you agree with this statement? Justify your stand with examples. (10 marks)

- ii. Diversification strategies are made use of to expand the operations of the firm by adding different strategies to a business. Discuss the different types of diversification strategies that a firm can adopt to expand their operations giving rationale for diversification.

(10 marks)

(Total 20 Marks)

5. i. BCG matrix helps organizations figure out which areas of their business deserve more resources and investment. Support this statement using BCG matrix.

(10 marks)

- ii. Successful strategy formulation does not guarantee successful strategy implementation. Discuss the issues that a firm encounter when implementing strategies.

(10 marks)

(Total 20 Marks)

\*\*\*\*\*