



UNIVERSITY OF COLOMBO, SRI LANKA

Faculty of Graduate Studies

Master of Business Studies – Semester – II Examination – 2019

MBS 6203 – Strategic Management

Three (03) hours

Answer any **FIVE (05)** questions

1. i. “Strategic management consists of three separate phases which are interconnected and influence each other”. Discuss these three phases highlighting their interconnectedness’.

(15 Marks)

- ii. Briefly explain the role of environment analysis in strategy formation.

(05 Marks)

(Total: 20 Marks)

2. “Five Forces model of Michael E Porter is a simple framework for assessing and evaluating the competitive strength and position of a business organisation”. Discuss this statement describing the elements of five forces model.

(20 Marks)

3. Business-level strategy addresses the question of how a firm will compete in a particular industry. Generic strategies could be adopted in order to gain competitive advantage. Discuss these generic strategies giving examples.

(20 Marks)

4. “Integration and diversification strategies are widely applied at corporate level.”

- i. What is corporate strategy?

(6 Marks)

- ii. Discuss the types of integration and diversification strategies

(14 Marks)

(Total: 20 Marks)

5. i Briefly explain as to why strategy implementation is rather difficult compared to strategy formulation.

(10 Marks)

ii. Discuss the role of policies and budgets when implementing the firm's strategies.

(10 Marks)

(Total: 20 Marks)

6. Change Kaleidoscope is a major tool which is used to assess the change within an organization. Discuss the features of change kaleidoscope linking with orgaazatioal strategic changes.

(20 Marks)
