

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level II - Semester VII) Examination – June 2017

BEC 2310 – Strategic Management

Three (03) Hours

Answer ALL Questions

1. "Strategic Management is a key activity of any organization."
 - i. Explain the terms "*strategic management*" and "*strategy*"
(06 marks)
 - ii. Discuss three main phases of strategic management process.
(08 marks)
 - iii. A well-formulated strategy can bring various benefits to the organization in present as well as in future. Discuss the benefits of strategy to an organization
(06 marks)

(Total: 20 Marks)

2. "Environmental scanning lays the foundation for the development of the strategies in the organisation".
 - i. Briefly discuss what is meant by environmental scanning.
(05 marks)
 - ii. Porter's Five Forces Analysis is a very useful tool for business strategists in determining the attractiveness of an industry. Discuss the factors to be taken in to accounts in analyzing the industry rivalry.
(10 marks)
 - iii. Competitor analysis is a critical aspect in strategy formulation. Explain this idea with examples.
(05 marks)

(Total: 20 Marks)

3.
 - i. "Porter's generic strategies describe how a company pursues competitive advantage across its chosen market scope. Discuss main two generic strategies of Porter's model with examples.
(10 marks)
 - ii. Distinguish the difference between integration and diversification by explaining the types of integration and diversification.
(10 marks)

(Total: 20 Marks)

4. i. GE matrix/McKinsey matrix (MKM) is a framework used to perform a business portfolio analysis on the strategic business unit of a corporation. Explain how firms can use MKM to choose the appropriate strategies

(12 marks)

ii. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. What the issues generally faced by the organisation in implementing the strategy?

(08 marks)

(Total: 20 Marks)

05. "Strategic evaluation and control ensure that the right things are done in the right manner and at the right time"

i. Describe in brief the relations as to why strategy evaluation is essential

(06 marks)

ii. What is meant by Key Performance Index (KPI)? And discuss the role of Key KPI in evaluating the strategies.

(06 marks)

iii. Defining strategic control, and describe five types of strategic control methods

(08 marks)

(Total 20 Marks)
