

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

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

MOS 2310/ACT 2310 – Strategic Management

Three (03) Hours

Answer any FIVE (05) questions

1. i. "Strategic management process should be seen as dynamic, continuous and flexible and must be considered as a whole." Explain the above statement and bring out the main features of strategic management process.

(10 Marks)

- ii. Read the following two mission statements and make critiques by referring to key components of effective mission statements.

a. "Delivering Sustainable Solutions & Providing World-Class Experience that enables Customer Delight." - MAS Fabric Park (Pvt) Ltd

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

(10 Marks)

(Total 20 Marks)

2. i. "Executives must realize that any environmental trends or events are likely to create opportunities for some organizations and threats for others". Do you agree with above statement? Justify your answer with appropriate examples.

(10 Marks)

- ii. What do you mean by competitor analysis? Briefly discuss the factors should be taken into consider when analyzing competitors?

(10 Marks)

(Total 20 Marks)

3. i. Discuss bargaining power of buyers and rivalry among competing firms with reference to Sri Lankan organic vegetable industry.

(10 Marks)

- ii. Discuss the importance of GE matrix for strategic analysis and identify its' implications.

(10 Marks)

(Total 20 Marks)

4. "High-performing companies develop new core competencies and expand their existing ones to enter new and future markets".

i. Explain how organizations identify their core competencies?

(10 Marks)

ii. Briefly describe the criteria to be used for assessing the sustainability of core competencies with examples.

(10 Marks)

(Total 20 Marks)

5. i. Discuss the first mover advantages and disadvantages using Sri Lankan corporate examples.

(07 Marks)

ii. Briefly explain the key areas need to be considered in implementing strategies.

(06 Marks)

iii. "Diversification can be considered a useful business development tool for companies in any sector and location of the economy". Briefly discuss the circumstance companies diversify their businesses into unrelated sectors.

(07 Marks)

(Total 20 Marks)

6. i. Discuss the relationship between organizational life cycle, strategy development and organizational structure.

(10 Marks)

ii. Briefly explain the difference between restructuring and reengineering and identify the situations that organization should consider those strategies.

(10 Marks)

(Total 20 Marks)