

University of Colombo, Sri Lanka

Faculty of Management and Finance

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

MKT/HLM 2310 - Strategic Management

Three (03) Hours

Answer ALL Questions

1. “Strategy is the link between the organization and its environment and strategists must have overall knowledge about the business.”
 - i. Explain nature and characteristics of current business environment and vitality of strategic management.

(08 marks)
 - ii. “Strategy becomes the mediating force between organization and environment, that is, between the internal and the external context.” Elaborate this statement by emphasizing strategy formulation process.

(12 marks)

(Total 20 Marks)
2.
 - i. Describe different types of international corporate strategies with their characteristics and explain appropriate international corporate strategy for tea industry in Sri Lanka.

(10 marks)
 - ii. Does Sri Lanka have any national advantage in the apparel industry? If yes, what are they? Justify your answer.

(10 marks)

(Total 20 Marks)
3.
 - i. Describe Integration and Diversification strategic alternatives and their requirement with appropriate examples.

(10 marks)
 - ii. Identify generic strategic alternatives and discuss what factors affect on generic strategy selection decision.

(10 marks)

(Total 20 Marks)

4. i. "Develop and maintain unique competencies are vital but challengeable." Do you agree with this statement? Elaborate your answer with appropriate example.

(08 marks)

- ii. Develop directional policy matrix for the BBA program of the Faculty of Management and Finance, University of Colombo and identify appropriate strategic directions for the future improvement of the program.

(12 marks)

(Total 20 Marks)

5. i. "Converting master plan into action plan is vital for strategy implementation but that is the most difficult part of implementation." Discuss appropriate methods and that you can used to develop action plan.

(10 marks)

- ii. "Organizational Structure must be aligned with corporate strategies and organizational life cycle stage in order to implement strategies more effectively". Discuss with theoretical support.

(10 marks)

(Total 20 Marks)
