

UNIVERSITY OF COLOMBO, SRI LANKA
FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level II – Semester VII) Examination 2016

BEC 2310 - Strategic Management

Three (03) Hours

Answer any FIVE (05) Questions

1. "Strategic management is a continuous process that involves attempts to match or fit the organization with its changing environment in the most advantageous way possible."
- i. Discuss the three phases of strategic management highlighting their interactions to each other.
(10 Marks)
- ii. The three levels of strategy for a company are corporate, business and functional. Explain these three levels of strategy with examples.
(10 Marks)
- (Total: 20 Marks)**
2. "A mission statement is an enduring statement of purpose that distinguishes one business from other similar businesses. Its purpose is to give a concise explanation of the business's reason for existing and its long-term goals."
- i. Discuss the elements typically include in effective mission statements
(10 Marks)
- ii. There is little empirical evidence that having a formal, written mission statement improves a firm's performance. Yet, many firms spend a great deal of time and money developing mission statements. Why? Explain your answer with reasons.
(10 Marks)
- (Total: 20 Marks)**
3. i. Explain the terms Strengths, Weaknesses, Opportunities and Threats giving an example for each.
(08 Marks)
- ii. "RBV holds that sustained competitive advantage can be achieved more easily by exploiting internal rather than external factors as compared to industrial organization". Explain this statement emphasizing the key points of RBV.
(12 Marks)
- (Total: 20 Marks)**

4. "Porter's generic strategies describe how a company pursues competitive advantage across its chosen market scope and these strategies are applied at the strategic business unit (SBU) level.

i. State four generic strategies proposed by Porter. Discuss two main generic strategies highlighting their applicability in achieving firm's competitiveness.

(14 Marks)

ii. "Integration is widely explored as a general and effective strategy aiming at high performances". Explain backward and forward integrations with giving examples.

(06 Marks)

(Total: 20 Marks)

5. "Some people argue that strategy implementation is the most difficult and important part of strategic management".

i. Discuss five issues that management may face in implementing the firm's strategies

(10 Marks)

ii. Strategy Evaluation is as significant as strategy formulation because it sheds light on the efficiency and effectiveness of the comprehensive plans in achieving the desired results.

Explain the process of strategy evaluation citing examples

(10 marks)

(Total: 20 Marks)

6. Write short notes on any four of the following:

- (i) Cash cow business
- (ii) Conglomerate diversification
- (iii) Premise control
- (iv) Emergent strategy
- (v) Blue ocean strategy
- (vi) Market penetration strategy

(4 X 5Marks)

(Total: 20 Marks)
