

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

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

MOS 2310/ACT 2310/HRM 2310 – Strategic Management

Three (03) Hours

Answer any FIVE (05) questions

1. i. “The main consideration of strategic management is 'what' the business must do to make the business prosper. The process presupposes that action follows careful thinking and mapping out of what has to be done before further development takes place”.

By referring the strategic management process explain the difference between strategy and strategic management.

(10 Marks)

- ii. “Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion”.- Jack Welch, former CEO of General Electric – Briefly discuss the main component of a well written vision statement and state main advantages of a vision statement for an organization.

(10 Marks)

(Total 20 Marks)

2. “Business operations are not carried out in a vacuum. It operates in a wider environment that influences whether the business succeeds or not. It is important for having an appreciation and understanding of the environment that business operates in”.

- i. Define the terms “trends” and “events”. Provide three examples of recent macro environmental trends in Sri Lankan context and discuss the positive or negative implications of such trends for a selected industry.

(10 Marks)

- ii. Analyze the competitiveness of Sri Lankan Yogurt industry, based on Porter's five forces model of competitiveness with appropriate assumptions.

(10 Marks)

(Total 20 Marks)

3. "Core competencies are in people not in assets in the balance sheet"

- i. Discuss the difference between core competencies and distinctive competencies with appropriate examples

(10 Marks)

- ii. Briefly explain criteria could be used to measure the sustainability of distinctive competencies.

(10 Marks)

(Total 20 Marks)

4. i. "There is a relationship between organization life cycle, strategies and the organizational structure". Discuss.

(10 Marks)

- ii. Identify two organizations that practicing differentiation strategy and discuss the drivers/sources of their differentiations.

(10 Marks)

(Total 20 Marks)

5. i. Discuss the Conglomerate Diversification strategy with the help of recent examples in Sri Lankan context and explain the situations under which the companies are adapting conglomerate diversification strategy.

(10 Marks)

- ii. "Enterprises that enter into strategic alliance usually expect benefits in one or more ways". Identify different types of strategic alliances and discuss potential benefits that enterprises could achieve through entering into strategic alliances.

(10 Marks)

(Total 20 Marks)

6. i. Discuss how organizational culture impact on strategy implementation highlighting key cultural elements with examples.

(10 Marks)

- ii. Discuss common strategy implementation problems and propose guidelines for minimizing such problems.

(10 Marks)

(Total 20 Marks)

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