



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

FACULTY OF COMMERCE & MANAGEMENT STUDIES

Bachelor of Commerce (Special) Degree Fourth Year Examination (External) – 2015/ 2016

May 2022

BCOM E4015 – Strategic Management

No. of questions: Six (06)

Time: 03 hours

Answer any five (05) questions.

Question No. 01

a). Define strategic management.

(04 Marks)

b). Vision, Mission and Objectives can be defined as the basis of the strategic management process. Briefly explain these concepts.

(06 Marks)

c). A situational approach is needed when doing business in a changing business environment. Discuss with practical examples.

(10 Marks)

(Total 20 Marks)

Question No. 02

a). The COVID 19 epidemic has created new opportunities and threats to businesses. Take an industry or business as an example and explain this.

(08 Marks)

b). Explain the five-force model presented by "Michael Porter" to understand the competitive forces in an industry.

(12 Marks)

(Total 20 Marks)

Question No. 03

a). What do you mean by environmental scanning and explain how environmental analysis is important in strategic management.

(10 Marks)

- b). Analyze external environmental factors for a business in the textile industry, illustrating a practical example.

(10 Marks)
(Total 20 Marks)

Question No. 04

- a). Explain BCG matrix with practical examples.

(08 Marks)

- b). Explain what “strategic diversification” is. Illustrate how successful a diversified product in the market with examples.

(12 Marks)
(Total 20 Marks)

Question No. 05

- a). Explain what is meant by implementing strategies.

(04 Marks)

- b). What are the problems an organization faces when implementing strategies?

(06 Marks)

- c). Lowering a company's commodity prices can be seen as a positive strategic initiative. Do you agree with this statement? Explain with appropriate examples.

(10 Marks)
(Total 20 Marks)

Question No. 06

- a). Explain what is meant by controlling strategies.

(04 Marks)

- b). Briefly explain the main steps of the process of evaluating strategies.

(06 Marks)

- c). Measuring organizational performance is an important part of evaluating and controlling strategies. Discuss.

(10 Marks)
(Total 20 Marks)