



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) – 2021

August - 2024

BCOME 4015 – Strategic Management

No. of Questions : Six (06)

Time: 03 hours

Answer any five (05) questions.

Question No. 01

Siri Lak Resorts, a mid-sized hotel chain, has faced increasing competition and significant revenue losses due to the COVID-19 pandemic. Acknowledging the changing business environment, CEO Ms. Priya Fernando has called a meeting with the senior management team to explore new strategies for regaining market position and ensuring long-term growth. She believes that the company should plan for the long run to face these challenges and expand into new regions.

- a). Defining what is meant by strategic management, outline the strategic management process.
- b). There are many benefits of practicing strategic management. Yet, organizations fail. Discuss.

(08 Marks)

(12 Marks)

(Total 20 Marks)

Question No. 02

"A company's vision is the beacon that guides its journey, defining where it aims to go, and the impact it will have along the way."

- a) Briefly explaining the difference between Vision, Mission, and Objectives, list down characteristics of organizational objectives.

(08 Marks)

b) Explain different types of organizational strategies, based on the Ansoff matrix.

(12 Marks)

(Total 20 Marks)

Question No. 03

Green Leaf Organics, a company in the organic food sector, has built a loyal customer base but is now facing challenges such as rising competition, fluctuating raw material costs, and supply chain disruptions. Larger supermarket chains entering the organic market pose a threat to their market share. To address these issues, the senior management has called for a SWOT analysis and an assessment using Porter's Five Forces model to develop strategies that will help the company maintain its competitive edge.

a) Develop a SWOT analysis suitable for the above company.

(08 Marks)

b) Discuss the importance of competitive analysis in strategic management, with reference to Porter's five forces.

(12 Marks)

(Total 20 Marks)

Question No. 04

a) What are the different levels of strategic management decisions that you can make? Explain each such level.

(08 Marks)

b) The BCG Matrix provides a simple but powerful framework for companies to assess their current market position and make informed decisions about where to focus their efforts for long-term growth and profitability.

Using a BCG Matrix, elaborate how an organization can select their business level strategy?

(12 Marks)

(Total 20 Marks)

Question No. 05

a) Describe strategy evaluation and control process.

(08 Marks)

b) Briefly explain how Balanced scorecard can be used for strategy evaluation and control.

(12 Marks)

(Total 20 Marks)

Question No. 06

Write short notes on any two of the following.

- a) PESTLE Analysis
- b) Internal Audit
- c) Porter's Generic Strategies
- d) Policies in strategy implementation

(10 Marks x 2)

(Total 20 Marks)

