



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) – 2022

July – 2025

BCOM E 4015 - Strategic Management

No. of questions: Five (05)

Answer All Questions.

Time: 03 hours

Question No. 01

Charles and Swine is a reputable company that operates in the clothing industry. So far, they have not followed the systematic process of strategic management and because of this, they have faced severe issues. Most of their issues relate to their inability to foresee or understand the external environment of the organization.

- a. Defining Strategic Management, explain the Strategic Management Process.

(08 Marks)

- b. Using any suitable tool, analyze the external environmental forces of a typical clothing business in Sri Lanka.

(12 Marks)

(Total 20 Marks)

Question No. 02

- a. Briefly explain the difference between the concepts of Vision, Mission, and Objectives.

(08 Marks)

- b. “Not all strategies become realized strategies. Some are lost on the way, and some new strategies emerge suddenly.” Do you agree? Discuss.

(12 Marks)

(Total 20 Marks)

Question No. 03

- a. Identify and briefly explain 4 factors that would be considered in a Strengths and Weakness checklist for a given company.

(08 Marks)

- b. How can a company use Value Chain Analysis for its strategic management? Explain with reference to the model, using a real-world example.

(12 Marks)

(Total 20 Marks)

Question No. 04

“IBM was initially in the business of hardware manufacturing. However, during early 1990s, they realized that this was not giving them any competitive advantage in the long run and decided to pursue software as a service (SaaS) instead. This marked a pivotal shift in their corporate strategy and their entire direction was affected...”

- a. Briefly explain what is meant by corporate level strategies and Directional strategies?

(08 Marks)

- b. Identify any four (04) retrenchment strategies and explain each such strategy in detail with examples.

(12 Marks)

(Total 20 Marks)

Question No. 05

Write Short notes.

- a. Functional Strategies
- b. BCG Matrix
- c. Strategy Implementation
- d. Balanced Scorecard

(5x4 Marks)

(Total 20 Marks)