



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

FACULTY OF COMMERCE & MANAGEMENT STUDIES

Bachelor of Commerce (Special) Degree First Year Examination (External) – 2012

February 2015

Year IV

BCOM E4015 – Strategic Management

No. of questions: Seven (07)

Time: 03 hours

Answer any five (05) questions.

(01)

a). What do you mean by a learning organization?

(05 Marks)

b). Briefly explain the main activities that learning organizations are skilled at.

(05 Marks)

c). “Globalization and environmental sustainability are becoming main challenges to strategic management.” Discuss this statement with suitable examples.

(10 Marks)

(Total 20 Marks)

(02)

a). Select an industry of your choice and describe the nature of the macro environment in that industry. Use the PESTEL framework to explain your answer and discuss how these factors can affect the organization’s competitiveness.

(10 Marks)

b). Critically evaluate the factors that need to be present for a strategic alliance to be successful for a company.

(10 Marks)

(Total 20 Marks)

(03)

- a). "Strategies most often fail because they aren't executed well." Discuss the critical components of the strategy execution process.

(10 Marks)

- b). "Strategic leadership is of paramount importance in determining the firm's strategic direction." Do you agree with this statement? Justify your answer with suitable examples.

(10 Marks)

(Total 20 Marks)

(04)

- a). Explain the role of policies and procedures in facilitating good strategy implementation, giving appropriate examples.

(10 Marks)

- b). What are the key trends in organization design? Explain its' managerial implications.

(10 Marks)

(Total 20 Marks)

(05)

- a). Briefly describe the basic elements of the strategic management process.

(06 Marks)

- b). Briefly explain five triggering events which lead to change in strategy.

(07 Marks)

- c). Green Vacations (Pvt.) Ltd., is a small-scale travel agency operating in Sri Lanka. They sell inbound and outbound tour packages to local and foreign customer. In addition to tour packages, they sell air tickets to all the destinations. They expect a higher growth in their sales in the future due to the fact that tourists arrivals are expected to increase significantly in the future.

Formulate six possible corporate objectives for Green Vacations (Pvt.) Ltd.
(State any assumptions you make)

(07 Marks)

(Total 20 Marks)

- (06) Select any industry of your choice and assess the intensity of competitiveness in that industry using Porter's five forces model.

(Total 20 Marks)

- (07) Write short notes on the followings.

a). Blue Ocean Strategy

(05 Marks)

b). Elements of Good Strategy

(05 Marks)

c). Balanced Scorecard

(05 Marks)

d). Functional Strategy

(05 Marks)

(Total 20 Marks)