



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) – 2023

March – 2026

BCOM E 4015 - Strategic Management

No. of questions: Five (05)

Answer All Questions.

Time: 03 hours

Question No. 01

a. Define Strategic Management and explain why it is important for modern business organizations operating in dynamic markets.

(08 Marks)

b. Using the PESTEL Analysis, examine major external environmental forces that may influence a retail supermarket chain in Sri Lanka.

(12 Marks)

(Total 20 Marks)

Question 02

a. Explain the differences between Vision, Mission, and Objectives used in strategic planning.

(08 Marks)

b. Organizations rarely follow strategies exactly as originally planned. Discuss the relationship between intended strategies, deliberate strategies, emergent strategies, and realized strategies using a suitable diagram.

(12 Marks)

(Total 20 Marks)

Question 03

a. Explain the concept of the Resource Based View (RBV) and how it contributes to achieving Sustainable Competitive Advantage using VRIO framework.

(08 Marks)

- b. Assume you are a consultant hired by a Sri Lankan apparel manufacturing company facing increasing global competition. Develop a SWOT analysis for the company and explain how the organization can use this analysis to improve its strategic position.

(12 Marks)

(Total 20 Marks)

Question 04

- a. Explain the concept of Business Level Strategy.

(05 Marks)

- b. Using Porter's Generic Competitive Strategies, discuss how firms compete successfully in an industry. Provide suitable real-world examples.

(15 Marks)

(Total 20 Marks)

Question 05

Write short notes on the following concepts.

- a. Strategy Implementation
- b. Retrenchment Strategies
- c. Balanced Scorecard
- d. Benchmarking

(5 Marks x 4)

(Total 20 Marks)