



**UNIVERSITY OF KELANIYA - SRI LANKA**

*Centre for Distance and Continuing Education*

**Faculty of Commerce & Management Studies**

Bachelor of Business Management (General) Degree Third Year Examination (External) – 2022

March - 2025

**BMGT E3015 – Strategic Management**

No. of questions : Six (06)

Time: 03 hours

**Answer any five (05) questions only.**

**Question No. 01**

- a) Explain the decision-making levels of Strategic Management. (04 Marks)
- b) What are the benefits of Strategic Management? Discuss (06 Marks)
- c) Why do some organizations not engage in Strategic Management? Explain. (06 Marks)
- d) Develop your own definition of Strategic Management. (04 Marks)

**(Total 20 Marks)**

**Question No. 02**

- a) How does internal environment analysis affect organizational decision making? (06 Marks)

- b) Explain the components of VRIO framework how does it get the competitive advantages?  
(06 Marks)
  - c) How organization culture is different from organization to organization?  
(08 Marks)
- (Total 20 Marks)**

**Question No. 03**

- a) External environmental factors are changing. Explain the reason with suitable example.  
(08 Marks)
  - b) How entry barriers effects to new firms in food industry ?  
(04 Marks)
  - c) Stakeholders always try to expect more from organizations. Explain the reason.  
(08 Marks)
- (Total 20 Marks)**

**Question No. 04**

- a) What are the advantages and disadvantages of Backward Integration Strategy?  
(05 Marks)
  - b) Give some examples for horizontal integration.  
(05 Marks)
  - c) Strategic alliances is one of the important corporative strategy under the business level strategies. Briefly explain the strategic alliance with the suitable examples.  
(10 Marks)
- (Total 20 Marks)**

**Question No. 05**

- a) How do functional managers support the implementation of corporate strategies? Explain.  
(08 Marks)

- b) Explain the most beneficial type of diversification when organizations implement diversification strategies. Your answer should be explained using real-world examples.

(12 Marks)

**(Total 20 Marks)**

**Question No. 06**

- a) Implementation of strategies always fail if managers do not provide support. Explain with the examples.

(07 Marks)

- b) Explain the BCG Model of Strategy Briefly.

(08 Marks)

- c) Outline the elements of five forces of Michel Porters Model ?

(05 Marks)

**(Total 20 Marks)**