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) – 2023

November - 2025

BMGT E3015 – Strategic Management

No. of questions : Six (06) Time: 03 hours

Answer any five (05) questions only.

Each question is allocated equal marks

Question No. 01

External environmental analysis techniques are used to identify strategic factors.

a) What are the strategic factors that can be recognised by analysing the external environment?

Explain your answer based on the food industry in Sri Lanka.

(05 Marks)

a) Identify the six environmental forces that are dynamically changing in the remote environment and give a real-world example for each change.

(05 Marks)

b) What are the main strategic decision-making levels of organization? Explain briefly.

(05 Marks)

c) What are the key challenges organizations face when the physical environment is changing? Explain your answer with a real-world example.

(05 Marks)

(Total 20 Marks)

Question No. 02

Business-level strategies are developed to achieve competitive advantages.

a) Why are business-level strategies identified as competitive strategies? Explain the reasons. How are these competitive strategies imitated by the majority of similar firms?

(05 Marks)

b) Explain the low-cost strategy and how firms can achieve this strategy.

(05 Marks)

c) Strategic alliances and strategic collusion are considered competitive strategies. Do you agree with this statement? Explain briefly.

(05 Marks)

d) "Functional managers do not support the development of competitive strategies." Explain this statement.

(05 Marks)

(Total 20 Marks)

Question No. 03

During the process of developing vision and mission statements, organisations employ various methods.

a) What is **organizational vision**? How is it different from a **mission statement**?

(04 Marks)

b) **Prepare a mission statement** for a large organization in the **food and beverage industry**. In your answer, include the key **components** of a mission statement.

(06 Marks)

c) Briefly explain the differences between **forecast-based planning** and **strategic planning**.

(06 Marks)

d) How are **strategies** different at the various **levels of the firm**?

(04 Marks)

(Total 20 Marks)

Question No. 04

Organisations use various analytical frameworks to evaluate their internal strengths and external challenges in order to develop sustainable competitive advantages.

a) Explain the **VRIO framework** under the **resource-based approach**.

(04 Marks)

b) How do firms gain a **competitive advantage** when they possess valuable resources and capabilities?

(04 Marks)

c) Explain **Michael Porter's Five Forces Analysis**. Describe how firms are influenced and monitored by their **task environmental factors**.
Your answer should include a detailed explanation of each factor.

(12 Marks)

(Total 20 Marks)

Question No. 05

Organisations adopt different growth and diversification strategies to strengthen their market position and ensure long-term sustainability.

a) What is meant by a concentration strategy? Explain your answer using integration strategies from the real world.

(08 Marks)

b) How does related diversification provide more benefits than other diversification strategies? Explain your answer with a suitable example.

(08 Marks)

c) What is the Growth-Share Matrix analysis? Explain it using the relevant four factors.

(04 Marks)

(Total 20 Marks)

Question No. 06

"Successful strategy formulation does not guarantee successful strategy implementation."

a) From an **organizational perspective**, why might a formulated strategy **fail to be implemented as intended** ?

(08 Marks)

b) **Explain the steps of strategy control and the strategy evaluation process** within a firm. Describe how these steps help to ensure effective strategy implementation.

(08 Marks)

c) Under what conditions are **corrective actions not required** in the strategy evaluation process?

(04 Marks)

(Total 20 Marks)