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) – 2026

May - 2026

BMGTE 3015 – Strategic Management

No. of questions : Seven (07) Time: 03 hours

Answer the **First (01)** question and any **four (04)** questions.

All questions carry equal marks (**20 Marks** each).

Question No. 01

Case Study

Dialog Axiata PLC is one of the leading telecommunications and digital service providers in Sri Lanka. The company operates in mobile communication, broadband services, television broadcasting, digital finance, and enterprise solutions. Over the years, Dialog has faced intense competition from other telecommunications providers, rapid technological change, shifting customer expectations, and economic challenges in Sri Lanka.

To maintain its market leadership, Dialog continuously analyzes its external environment and industry competitiveness. The company closely monitors technological trends demand, including 5G, digital transformation, and the growing demand for online services. It also evaluates competitive pressures using strategic tools similar to Porter's Five Forces framework.

Internally, Dialog has developed strong strategic capabilities through advanced technological infrastructure, skilled human resources, innovation, brand reputation, and customer service excellence. The company invests heavily in employee development and digital innovation to strengthen its competitive advantage.

In implementing its strategies, Dialog aligns its organizational structure, leadership, and corporate culture with its strategic goals. The company encourages innovation, teamwork, and customer-oriented service. During periods of economic uncertainty in Sri Lanka, Dialog introduced cost-control measures and digital solutions to sustain business growth.

To ensure that organizational objectives are achieved, Dialog uses strategic control mechanisms such as performance monitoring systems, customer feedback systems, financial performance analysis, and Key Performance Indicators (KPIs). These controls help management evaluate progress and make corrective decisions when necessary.

The experience of Dialog demonstrates how organizations integrate environmental analysis, strategic capability, strategy implementation, and strategic control to achieve long-term success in a competitive business environment.

Questions

a) Analyze the external environment and industry competitiveness faced by Dialog Axiata PLC and explain how these factors influence the company's strategic decisions.

(10 Marks)

b) Evaluate the strategic capabilities, strategy implementation practices, and strategic control systems used by Dialog Axiata PLC to maintain its competitive advantage.

(10 Marks)

(Total 20 Marks)

Question No. 02

a) Explain why organizations prioritize working towards their **Vision** rather than simply focusing on the production of goods and services. explain this in relation to the **Organizational Rationale**.

(05 Marks)

b) Develop a **Mission Statement** for an educational firm in your own words. Your statement must explicitly incorporate the **basic principles/components** of an effective mission statement.

(08 Marks)

c) It is often said that "Organization culture follows strategy." Explain the concept of **Organizational Culture** and discuss how it impacts the future success or failure of an organization.

(07 Marks)

(Total 20 Marks)

Question No. 03

a) How do **external strategic factors** (PESTEL) support the application of **Porter's Five Forces Analysis**? Develop your answer by selecting any **two (02)** forces from the framework.

(10 Marks)

b) Explain how a firm can achieve growth through a **Vertical Growth Strategy** at the corporate level. Provide at least **two (02) real-world examples** from the manufacturing industry in Sri Lanka to support your answer.

(10 Marks)

(Total 20 Marks)

Question No. 04

Explain the following concepts using **real-world information and practical examples**. Marks will be awarded based on the uniqueness and clarity of your examples.

1. **Resource-Based View (RBV)** and the **VRIO Framework** as a tool for competitive advantage.
2. Perform a brief **SWOT Analysis** for the **Instant Food Industry** in the current Sri Lankan context.
3. The significance of **Cooperative Strategies** in the modern business world.
4. The application of the **BCG (Growth-Share) Matrix** in portfolio analysis.

(05 Marks each x 4 = **Total 20 Marks)**

Question No. 05

a) Define strategic capability and explain how resources and competencies contribute to achieving competitive advantage in an organization.

(10 Marks)

b) Discuss the importance of core competencies in strategic management and explain how organizations can sustain their strategic capability in a dynamic business environment.

(10 Marks)

(Total 20 Marks)

Question No. 06

a) Explain the concept of strategy implementation and discuss the major challenges organizations face during the implementation process.

(10 Marks)

b) Evaluate the role of organizational structure, leadership, and organizational culture in the successful implementation of strategies.

(10 Marks)

(Total 20 Marks)

Question No. 07

a) Define strategic control and explain its importance in ensuring the successful achievement of organizational objectives.

(10 Marks)

b) Discuss the different types of strategic control systems used by organizations and evaluate how they assist managers in monitoring and improving organizational performance.

(10 Marks)

(Total 20 Marks)