



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) – 2021

April - 2024

**BMGT E3015 – Strategic Management**

No. of questions : Six (06)

Time: 03 hours

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

**Question No. 01**

“The final consequence of the strategic management process is to accomplish the organizational strategic objectives.”

a) What are organizational strategic objectives? Explain.

(03 marks)

b) Discuss the steps of the strategic management process.

(07 marks)

c) Explain how the above (b) steps are interrelated. Support your answer with suitable examples.

(10 marks)

**(Total 20 Marks)**

### Question No. 02

External environmental forces are changing constantly, and they are affecting the organizational activities

- a) Explain why external environmental factors are important to study the strategic activities in present organizations?  
(03 marks)
  - b) Describe two major environmental changes that have a major impact on the wholesale food industry, in the last 05 years.  
(07 marks)
  - c) Describe SWOT analysis as a way to guide environment analysis, taking it as the basis strategic management process?  
(10 marks)
- (Total 20 Marks)**

### Question No. 03

- a) What are generic strategies? How these strategies are different from the grand strategies of the organization? Explain.  
(10 marks)
  - b) Distinguish between the following pairs of business strategies using real-world examples.
    - i. Horizontal strategies and vertical strategies  
(05 marks)
    - ii. Conglomerate diversification and concentric diversification  
(05 Marks)
- (Total 20 Marks)**

**Question No. 04**

“Growth-share matrix (BCG) is a business tool, which uses relative market share and industry growth rate factors to evaluate the potential of business brand portfolio and suggest further investment strategies.”

a) Explain the Growth-share matrix (BCG) model. (10 marks)

b) Which strategies do you suggest when a business unit is in between the top market share and the top industry growth rate of the Growth Share Matrix model? (10 Marks)

**(Total 20 Marks)**

**Question No. 05**

Strategy Implementation includes the development of programs, budgets, and procedures

a) Why did the strategic implementation step fail in many firms? State the reasons for failure. (05 marks)

b) Explain, how the implementation process can be executed in the maturity stage of the firms. (05 marks)

c) Strategy formulation and implementation are two separate activities. Do you agree with this statement? Explain. (10 marks)

**(Total 20 marks)**

**Question No. 06**

Strategy evaluation is a crucial task of the strategic management process.

a) What are the steps of the strategy evaluation and control process? (05 marks)

b) Strategy evaluation is a difficult task. What are the reasons for this? (05 marks)

c) What is the controlling process in the strategic management process? Describe. (10 marks)

**(Total 20 Marks)**