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No of Questions - 07

SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE
PROGRAMME

YEAR III SEMESTER I – INTAKE IV (GROUP A/B)
END SEMESTER EXAMINATION – AUGUST 2017

MGT 30625 Strategic Management

Date : 19th August 2017
Time : 1.00 p.m. - 3.30 p.m.
Duration : Two and a half (02 ½) Hours

Instructions to Candidates:

- This paper consists of three sections (A, B and C).
- Section A – Answer **ALL** the questions in the sheet provided.
Section B – Answer only **THREE** questions out of the four questions given.
Section C – Answer **ONE** question out of the two questions given.
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly.

Section A - Multiple Choice

Answer **ALL** Questions

Question No. 01

Choose the most suitable answer.

1. Operational management is about;
 - a. Organization-wide decisions
 - b. Creating new directions
 - c. Managing existing resources
 - d. Developing new resources

2. Low rational and low innovative strategy lens is called;
 - a. Idea
 - b. Design
 - c. Experience
 - d. Focus

3. Strategic customer is;
 - a. The person, who is targeted for strategy development
 - b. the person(s) at whom the strategy is primarily addressed because they have the most influence over which goods or services are purchased designed
 - c. the person, who supports in strategy development
 - d. the person, who is targeted for marketing communication

4. In the Power / interest matrix, if the “*level of interest high and Power is high*” what should be the strategy?
 - a. Minimal effort
 - b. Keep informed
 - c. Key players
 - d. Keep satisfied

5. For a strategic capability to be a Core Competency, it must be:
 - a. valuable and rare
 - b. costly to imitate
 - c. nonsubstitutable
 - d. all above
6. Government hospital's stances on Social Responsibility is;
 - a. Laissez-faire
 - b. Enlightened self-interest
 - c. Forum for stakeholder interaction
 - d. Shaper of society
7. High perceived product/service benefits to selected market segment (niche) premium products, heavily branded is called;
 - a. Cost Leadership
 - b. Differentiation
 - c. Focus
 - d. Focus differentiation
8. Corporate parents value adding activities are:
 - a. Envisioning and intervening
 - b. Coaching and facilitating
 - c. Providing central services and resources
 - d. All above
9. Concerned with issues of performance management is called.
 - a. The 'hard' side of HR management
 - b. The 'soft' side of HR management
 - c. Human Resources Development
 - d. All above answers are wrong

10. Tasks Performed by Strategic Planners:

- a. Information and analysis
- b. Special projects
- c. Managers of the strategy process
- d. All above

(Total 20 Marks)

Section B – Structured Question

Answer **ONLY THREE (03)** questions.

Question No. 02

“SMILE” an international super market chain is analyzing existing major super market chains in Sri Lanka in order to launch their international super market chain in Sri Lanka. They seek your consultation for feasibility analysis. *Discuss* the core competencies of Sri Lankan largest super market chain and point-out whether they have capabilities or core competencies.

(Total 20 Marks)

Question No. 03

Internationally recognized furniture retailer is looking at the feasibility of Sri Lankan market. They think of entering Sri Lankan market with a different strategy without falling into a fierce competition. Advise them on selecting a suitable business strategy by using strategy clock. Justify your answer.

(Total 20 Marks)

Question No. 04

A well-known Sri Lankan Biscuit manufacturer, “Caliban” planned to enter into commercial banking sector. They have no any expert employees about banking sector and decided to get outside consultation for this business. *Advise* them over strategy development directions and strategy development methods. You are expected to relate your answer for the Caliban Biscuit manufacturer.

(Total 20 Marks)

Question No. 05

Write 04 short notes from below topics (05 marks for each)

- I. Diagnosing the change context
- II. Levers for change
- III. Stances of corporate social responsibility
- IV. Team based structure
- V. People as a resource

(Total 20 Marks)

Section C – Essay type

Answer **ONLY ONE (01)** question

Question No. 06

“Strategic Management is a subject which is applicable only for larger scale businesses and not for small and medium scale businesses”. Do you agree with this statement, evaluate your answer using theoretical justifications.

(Total 20 Marks)

Question No. 07

According to the prolific management writer Michale E.Porter, *“Trade-offs are essential to strategy. They create the need for choice and purposefully limit what company offers”*. Describe above statement using your Knowledge in Strategic Management.

(Total 20 Marks)