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

**END SEMESTER EXAMINATION – JULY 2017**

**MGT 30625 Strategic Management**

Date : 22nd July 2017  
Time : 9.00 a.m. - 11.30 a.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. ....is not operational management;
  - a. Managing existing resources
  - b. Operating within existing strategy
  - c. Day to day issues
  - d. Creating new directions
  
2. According to the Five Forces model, if the extent of rivalry between competitors are high, the industry is;
  - a. Attractive
  - b. Not attractive
  - c. Not competitive
  - d. All above answers are wrong
  
3. ....is not one of the three Strategic lenses;
  - a. Focus
  - b. Idea
  - c. Design
  - d. Experience
  
4. Blue Ocean is about;
  - a. industries are already well defined and rivalry is intense
  - b. new market spaces where few competitors will be playing
  - c. new industries where competitors are weak
  - d. new market spaces where competition is minimized

5. Organizational capabilities represent;
- 1) The firm's capacity or ability to integrate individual firm resources to achieve a desired objective
  - 2) The essence of what makes an organization unique in its ability to provide value to customers
- a. Only answer (01) is true
  - b. Only answer (02) is true
  - c. Both answer (01) & (02) are true
  - d. Both answer (01) & (02) are not true
6. ....is not a Stances on Social Responsibility
- a. Laissez-faire
  - b. Enlightened self-interest
  - c. Forum for stakeholder interaction
  - d. Shareholder model
7. Porter's generic strategies are;
- a. Cost Leadership
  - b. Differentiation
  - c. Focus
  - d. All above
8. Corporate parents value destroying activities are:
- a. Adding management costs
  - b. Adding bureaucratic complexity
  - c. Obscuring financial performance
  - d. All above

9. .... comes about through everyday routines, activities, and processes in organisations leading to decisions that become the long-term direction of an organisation.
- a. Business strategy
  - b. Intended strategy
  - c. Corporate strategy
  - d. Emergent strategy
10. Which of the following is not an aspects of strategic issue selling.
- a. Employee engagement
  - b. Issue Packaging
  - c. Formal or Informal channels
  - d. Sell alone or in coalitions

**(Total 20 Marks)**

### **Section B – Structured question**

Answer only **THREE (3)** questions.

#### **Question No. 02**

A 30 years old biscuits manufacturing company has planned to change their strategy as they were competing directly with current market leader in the market. The senior management agreed on applying blue ocean thinking to their business.

*Explain* what blue ocean thinking is? And *suggest* one strategy using blue ocean thinking. *Draw* strategy canvas and elaborate your suggested strategy.

**(Total 20 Marks)**

#### **Question No. 03**

“CMAA” is a newly entered business school in Sri Lanka that offers bachelor degree in Accounting. By looking at Sri Lankan existing business schools, *define* what is stakeholder mapping and *develop* power / interest matrix for CMAA including strategies for each quadrants.

**(Total 20 Marks)**

#### **Question No. 04**

*Describe* the Growth Share Matrix (BCG) and construct BCG matrix showing Sri Lankan products in each box. *Discuss* what the suitable strategies are for each of these products using your market knowledge.

**(Total 20 Marks)**

**Question No. 05**

Write 04 short notes from below topics.

- I. A multidivisional structure
- II. Value chains and value systems
- III. Types of strategic change
- IV. Styles of managing change
- V. Aspects of strategic issue selling

**(Total 20 Marks)**

**Section C – Essay type**

Answer only **ONE (01)** question.

**Question No. 06**

Managers involve in Strategic management and operational management activities in organizations. Some believe strategy and operations are same.

*Distinguish* strategic management and operation management theoretically and practically using examples.

**(Total 20 Marks)**

**Question No. 07**

Practicing strategy is a separate function in organizations. Strategy analysis and development is conducted by specially trained and skilled strategist.

*Recognize* key elements in various methodologies commonly used in strategizing.

**(Total 20 Marks)**