



No. of Pages - 05
No of Questions - 07

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

YEAR III SEMESTER I – INTAKE II (GROUP A)
END SEMESTER EXAMINATION – JANUARY 2017

MGT 30625 Strategic Management

Date : 18th January 2017
Time : 5.30 p.m. - 8.00 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.is not a levels of Strategy;
 - a. Corporate - level strategy
 - b. Business level strategy
 - c. Managerial strategy
 - d. Operational strategies

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. Strategic Rationales for Outsourcing;
 - a. Improve Business Focus
 - b. Provide Access to World-Class Capabilities
 - c. Accelerate Business Re-Engineering Benefits
 - d. All above

4. The Power/Interest Matrix strategy for “**Government**”, according to the stakeholder mapping, for a pharmaceutical company is;
 - a. Minimal effort
 - b. Keep informed
 - c. Keep satisfied
 - d. Key players

5. Following are two statements about the strategy clock;
- I. Hybrid strategy simultaneously achieve differentiation and a lower price than the competitors
 - II. Focused differentiation offer high perceived product/service benefits to selected market segment (niche), Premium products, heavily branded
- a. Only answer (I) is true
 - b. Only answer (II) is true
 - c. Both answer (I) & (II) are true
 - d. Both answer (I) & (II) are not true
6. Which one of the following belongs to the methods of strategy development
- a. Internal development, mergers and acquisition and strategic alliances
 - b. Protect / build, product development, market development and diversification
 - c. Emergent strategy and intended strategy
 - d. All above
7. The benefits of Transnational organizational structure are;
- a. Exploits knowledge across borders
 - b. Gets the best of multi-domestic and global strategy
 - c. National units operate independently, but are a source of ideas and capabilities for the whole organization
 - d. All above
8.is not a key issue in managing strategic change
- a. Strategy matters
 - b. Context matters
 - c. Knowledge matters
 - d. Leadership matters

9.is an expression of a desired strategy as deliberately formulated or planned by managers.
- 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 four (4)** questions

Question No. 02

You are the Chief Strategic Consultant for an investor who intended to invest in a high-end fashion showroom in Colombo area. Using Five Forces Model, discuss the level of attractiveness of high-end fashion business in Sri Lanka.

(Total 20 Marks)

Question No. 03

Advise what the most suitable organizational structure type is, for a given Audit firm operates in Sri Lanka. Discuss what are the advantages and disadvantages, the proposed organization structure has?

(Total 20 Marks)

Question No. 04

Strategist's role is to identify types of required strategic change and assess the different styles of leading and managing strategic change. Interpret available Styles of managing change in Strategic Management.

(Total 20 Marks)

Question No. 05

Write 05 short notes from below topics

- I. Strategy Lenses
- II. Value chains and value systems
- III. No frills and Low price strategy
- IV. 'Hard' and 'Soft' HR management
- V. Styles of managing change
- VI. Situational Leadership
- VII. Strategy Development Routes
- VIII. Strategic planner

(Total 20 Marks)

Section C – Essay type

Answer **only one (1)** question

Question No. 06

School of Accounting and Business, The Institute of Chartered Accountants of Sri Lanka (CA) planned to launch BSc. (Entrepreneurship) Special Degree. As the Strategic Planner, write a report to the CA management including proposed business strategy for the program.

(Total 20 Marks)

Question No. 07

Assuming that you are a Management consultant for a small scale grocery located in Kiribathgoda town area, annual turnover 10 million, prepare a report to the business owner on the application of Strategic Management into the Small and Medium scale business firms.

(Total 20 Marks)