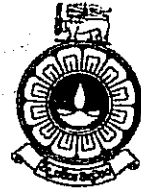


THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME
LEVEL 6
FINAL EXAMINATION: June 2006



STRATEGIC MANAGEMENT – MCU 4201

Duration: Three Hours

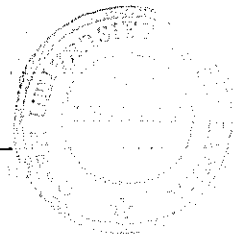
Date: 17th June 2006

Time: 9.30 a.m. – 12.30 p.m.

This Question Paper consists of two (02) pages and has eight (08) questions.

Instructions:

- Attempt any five questions.
If more than five questions are answered, only the first five questions attempted will be evaluated.
- Maximum marks: 100
- Answers should be methodical and focused. Cite suitable examples where necessary.



1. (i) What is a business strategy? [10 marks]
(ii) Explain the relevance of strategies in the context of global business environment. [10 marks]
2. (i) What are the key stages of a strategic management model? [10 marks]
(ii) Explain how these stages are linked to each other. [10 marks]
3. What are the stages of strategy implementation process? Are there practical issues in strategy implementation that need to be recognized? Explain with relevant examples. [20 marks]
4. (i) Explain Michael Porter's five forces model. [10 marks]
(ii) Using the above model analyse the higher education industry in Sri Lanka. [10 marks]

5. What are the different types of defensive strategies available to a business organization? Explain their relevance using appropriate examples. [20 marks]
6. (i) What do you mean by an organizational structure? Briefly explain the different types of organizational structures. [10 marks]
(ii) Explain the relationship between strategy and structure and discuss why a fit between strategy and structure is required. [10 marks]
7. (i) Identify and explain the preliminary conditions for an organization to enter into export trade. [10 marks]
(ii) With suitable illustrations explain the major issues a Sri Lankan manufacturing organization is expected to consider before entering into export markets. [10 marks]
8. Discuss any two of the following;
(i) Boston Consulting Group Matrix for business portfolio analysis. [10 marks]
(ii) Strategic types of organizations: defender, prospector, analyzer and reactor. [10 marks]
(iii) Michael Porter's generic strategies for business levels. [10 marks]
(iv) Strategic controls and qualitative and quantitative measures that may be used for strategic controls. [10 marks]

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