



**THE OPEN UNIVERSITY OF SRI LANKA**  
**FACULTY OF ENGINEERING TECHNOLOGY**  
**MASTER OF TECHNOLOGY IN INDUSTRIAL ENGINEERING – LEVEL 7**  
**FINAL EXAMINATION – 2010/2011**  
**MEM 7117 – STRATEGIC MANAGEMENT**  
**DATE : 06 March 2011**  
**TIME : 0930 hrs – 1230 hrs**  
**DURATION: Three (03) hours**

**Answer any five (05) questions. All questions carry equal marks.**

- 1) The Board of Management of the Airtel Company exploring the possibility of increasing the market share and the profits in the Sri Lankan Market for the forthcoming period of 05 years. Explain to your Board Management of the company on the basic elements of the Strategic Management Process and its advantages in improving the market share and the profits of the company in future?
- 2) Petro Gas Company which is a subsidiary of the Ceylon Petroleum Corporation decided to enter the domestic Gas market of Sri Lanka, introducing the Petro Gas Cylinder. Select an appropriate Environmental Scanning technique and assess the external environment of the Company. Highlight the critical variables to be considered in scanning the Economic, Technological and Political Environment of the newly formed company.
- 3) Why do organizations require Mission Statements? Reputed Sri Lankan Optician says "Our Mission is your Vision". Evaluate the above Mission Statement in terms of the Characteristics of a well conceived Mission statement. Justify your answer.
- 4) Explain the different levels of Organization at which Strategy is Formulated. Briefly explain the 3 types of Strategy and the Hierarchy with reference to an organization. Under what circumstances would you recommend each of this strategy options? Justify your answer.
- 5) ETISALAT introduces telecommunication products and services to the Sri Lanka market in the year 2008. In 2011 company realized that their products are in the "Growth Stage" of the Product Life Cycle, in terms of the Market Share, Increase Sales Volume and Profits. Now the Company is so concerned on the Growth Strategies in order to expand their operations. What are the Different types of Growth Strategies that the ETISALAT company can pursue? Highlight the main Characteristics of each Growth Strategy option.
- 6) Explain the basic steps in Successful Implementation of Strategic Plans that have been formulated scientifically. What are the conditions required for the Successful Implementation of Strategic Plans?