

The Open University of Sri Lanka
Faculty of Engineering Technology



Study Programme	: MASTER OF TECHNOLOGY IN INDUSTRIAL ENGINEERING
Name of the Examination	: Final Examination
Course Code and Title	: MEM 7117– STRATEGIC MANAGEMENT
Academic Year	: 2012/13
Date	: 28th July 2013
Time	: 0930 hours -1230 hours
Duration	: 3 hours

General instructions

1. Read all instructions carefully before answering the questions.
2. This question paper consists of 6 questions. All questions carry equal marks.
3. Answer any 4 questions only.

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1. “Modern executive should respond to the challenges faced by the firm’s immediate and remote external environment”. Identify the major steps of the Strategic Management process and discuss the importance of the same to the organizations.
 2. Singer Lanka Limited established a new subsidiary company to introduce a new energy saving refrigerator to the Sri Lankan market. The newly established company decided to formulate a strategic plan for a period of 5 years. Select an appropriate approach and techniques to scan the environment of the company. Identify and explain the critical factors / variables to be addressed in this analysis.
 3. “Once the SWOT analysis is complete, managers need to develop and evaluate strategic alternatives and then select best alternatives”. Explain the corporate level strategy and discuss the three types of corporate strategies available for organizations, giving examples.
 4. “Developing an effective business level competitive strategy requires an understanding of competitive advantage, a key concept of strategic management”. What do you understand by competitive advantage? Discuss the applications of the competitive advantage strategy by any company in Sri Lankan market to improve sales. Highlight the main features of the above strategy.

5. "Poor implementation has been blamed for number of strategic failures". Explain the major steps in successful implementation of the strategic plans formulated by the company. Give examples.
6. "The strategy evaluation process ensures that a company is achieving what it set out to accomplish". Discuss the five steps of the strategy evaluation and the control process? What are the types of output controls available for organizations?

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