

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 : 2013/14
Date : 11th AUGUST 2014
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. Food City group, having decided to diversify business activities, plans to establish Food City Bank to enter the finance sector of Sri Lanka. 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.
 2. "If the mission does not provide a common thread (a unifying theme) managers are unclear about where the company heading" Explain major characteristics of an effective Mission Statement and evaluate the effectiveness of the Mission Statement of your organization. Justify your answer.
 3. Selinco Life Insurance Company decided to review the corporate strategies adopted by the company to revise the Strategic Plan. Briefly explain the three types of corporate strategies available. What are the Intensive Growth Strategies, you would recommend for the company. Justify your answer.
 4. Micro Vehicle Company decided to adopt Stability Strategies in order to stabilize the business operations and to be more sustainable in Sri Lankan vehicle market. What are the three types of Stability Strategic options available for the Micro Company? Briefly explain with examples.

5. D-Softlogic Company has several business portfolios such as selling computers and electronic goods, tourism, health services, financial services. The top management of the company decided to evaluate the effectiveness of each portfolio by using the Portfolio Matrix developed by Boston Consultancy Group (BCG Matrix). Explain the components of the BCG matrix and discuss the usefulness of the matrix as a useful strategic management tool.

6. “No matter how brilliant is the formulated strategy, the organization will not benefit if it is not skillfully implemented”. Critically assess the techniques of successful strategy implementations. What are the silent killers of strategy? Give examples.

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