

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 : 2014/15  
Date : 09th AUGUST 2015  
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 5 questions only.

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1. The Board of Directors of the Maliban Biscuit Company decided to formulate a Strategic Plan for the period from 2016-2021 to regain the lost market share in the local biscuit market. Explain the major elements of the Strategic Management Process and its advantages in regaining market share of the company.
  2. Describe the dimensions of the macro environment facing “Dialog”, a telecommunication service provider. Explain how this environment can affect the firm’s opportunities and threats. Justify your answer.
  3. Using an organization of your choice, critically analyse the benefits and main constraints of the following two strategy directions proposed by Ansoff’s Product/Market Grid.
    - a) Market Development
    - b) Product DevelopmentProvide examples.

4. Analyse an organization of your choice using Micheal Porter's Five Forces Framework. Which of the Five Competitive Forces is creating the strongest competitive pressures for the organization? Justify your answer.
5. Under what circumstances would you recommend for a company to adopt "Growth Strategy"? Explain with examples, the types of Integrative Growth Strategies available for a company.
6. How do you translate the Strategic Plan already formulated by a company, to a program of actions? Explain the major steps that need to be taken to ensure successful implementation of the Strategic Plan. Provide examples

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