

The Open University of Sri Lanka
Faculty of Engineering Technology



Study Programme	: Mater of Technology in Industrial Engineering
Name of the Examination	: Final Examination
Course Code and Title	: MEM7117 – Strategic Management
Academic Year	: 2015/16
Date	: 22 nd November 2016
Time	: 0930hrs-1230hrs
Duration	: 3 hours

General instructions

1. Read all instructions carefully before answering the questions.
2. This question paper has **six** questions. All questions carry equal marks.
3. Answer **five** questions only.

Question 01

- a) Discuss the importance of strategic management in today's corporate environment.
- b) Discuss the problems when formulating a strategic plan for an organization and the mitigatory measures that can be taken in order to minimize these problems.

Question 02

- a) "The Vision and Mission statements direct an organization for the future" Do you agree with this statement? Justify your answer.
- b) In the above question 02(a), define the terms Vision and Mission.
- c) Discuss the important factors that need to be considered when formulating a Mission statement.

Question 03

- a) How does corporate strategy differ from business and functional strategies? Elaborate.
- b) Why are growth strategies important to an organization and define different types of growth strategies.
- c) Porter's Generic strategies are commonly used in formulating business level strategies. Discuss the application of these strategies to business level.

Question 04

The Board of Management of a telecommunication provider in Sri Lanka is exploring the possibility of increasing its market share and profit for the forthcoming period of 5 years.

Describe how you would explain to the Board of Management of the company, how the above objectives could be achieved based on basic elements of strategic management process and its advantages.

Question 05

- a) Explain why firms adopt intensive strategies to close the planning gap of the firm.
- b) In spite of the fact that the achievement through market penetration is rather difficult to achieve, firms still use this as an internal growth strategy. Identify and discuss the approaches that a firm can adopt in market penetration citing suitable examples.
- c) Elaborate on the statement “Market penetration and market development can be adopted simultaneously”

Question 06

A medium size Sri Lankan company has developed a specific tire using its own technological know-how is trying to decide how to best serve the Indian market.

- a) Explain the different market entry models that can be used by the company for entering the international market (Indian market). State the pros and cons of each model.
- b) If the Indian government restriction on importation of tire is a major constraint for the company but not outside its reach, what option would you advise in selecting and why?

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