

THE OPEN UNIVERSITY OF SRI LANKA
 MASTER OF TECHNOLOGY
 FINAL EXAMINATION - 2011/2012
 TTM7141 STRATEGIC MANAGEMENT
 DURATION – THREE HOURS



DATE: 18th March 2012

TIME: 14.00 – 17.00 HOURS

Total Number of questions = 07; Number of questions to be answered = 05
 Answer Question 1 carrying 20 marks, which is compulsory and additional
 four (4) questions, each carrying 20 Marks.

Compulsory Question

1. (i) Define the term 'strategy' in your own words? (02 Marks)

(ii) List down the stages of strategic management process? (03 marks)

(a) -----
 (b) -----
 (c) -----

(iii) What is the importance of Vision and Mission statement? (02 Marks)

(a) Vision:-----

(b) Mission:

(02 Marks)

(iv) State three economic variables that are influencing the Apparel Industry? (03 Marks)

- (a) -----
- (b) -----
- (c) -----

(v) Identify an opportunity and a threat for the Sri Lankan Industry?

(03 Marks)

- (a) Opportunity: -----

- (a)Threat:: -----

(vi) List down the five forces of Michael Porter's Model?

(05 Marks)

- (a) -----
- (b) -----
- (c) -----
- (d) -----
- (e) -----

Part 2

2. Briefly describe the strategic management process? Explain each step with the help of examples? **(20 Marks)**

3. Explain PESTEL framework and illustrate with suitable examples considering the impact of those external factors on an Export-oriented Garment Factory? **(20 Marks)**

4. What do you understand by tangible and intangible components of differentiation? Explain Give five examples each of tangible and intangible products and describe the importance of those groups. **(20 Marks)**

5. Explain the meaning and importance of **each** of the following terms in the context of Corporate strategic planning: **(20 Marks)**

- I. Differentiation strategy.
- II. Values
- III. Core Competences
- IV. Competitive Advantage

6. Strategic decisions are made at a number of levels in an organisation. **(20 Marks)**

Compare and contrast each of the **three** following levels of strategy:

- I. Corporate – level strategies
- II. Business – level strategies
- III. Operational or Functional – level strategies

7. Write short note on any two of the following: **(20 Marks)**

- (a) BCG Matrix
- (b) Focus strategies
- (c) Competitive strategies
- (d) Cost Leadership strategy