

THE OPEN UNIVERSITY OF SRI LANKA
 DEPARTMENT OF TEXTILE AND APPAREL TECHNOLOGY
 POST GRADUATE DIPLOMA IN TECHNOLOGY IN
 APPAREL PRODUCTION AND MANAGEMENT
 FINAL EXAMINATION – 2016/2017
 TTM7141 – STRATEGIC MANAGEMENT
 DURATION: 3 HOURS



Date: 28th November 2017

Time: 0930-1230 hrs

This question paper has seven (07) questions in two (02) pages.

Answer any five (5) questions. Each question carries twenty (20) marks.

1. (i) Define the term "Strategy". (03 Marks)
- (ii) Briefly explain the significance of the use of strategy for a newly starting business organization. (05 Marks)
- (iii) "Ansoff matrix" gives a series of suggested growth strategies. Briefly explain each strategy of the model showing its relationship to marketing. (12 Marks)

2. (i) Briefly explain the term "Strategic management". (04 Marks)
- (ii) "Strategy implementation is the most difficult stage in strategic management process" Discuss. (06 Marks)
- (iii) "Corporate culture" plays an important role in the success of an organization. Giving suitable examples justify the above statement. (10 Marks)

3. (i) Briefly explain the difference between "Corporate level strategies" and "Functional level strategies". (05 Marks)
- (ii) What do you understand by the term "Sub Business Unit (SBU)"? (05 Marks)
- (iii) Discuss the relationship between objectives, strategies and policies of an organization. (10 Marks)

4. (i) Describe the nature and role of “Vision” and “Mission” statements of an organization. (06 Marks)
- (ii) Discuss the characteristics of “High performance organization culture”. (06 Marks)
- (iii) Describe the significance of environmental scanning before forming the “Strategic plan” for an organization. (08 Marks)
5. (i) Briefly explain the Michael Porter’s five forces model. (04 Marks)
- (ii) Explain the implications of Michael Porter’s generic strategies. (08 Marks)
- (iii) Briefly explain how the SWOT analysis could be used in environment scanning of an organization. (08 Marks)
6. (i) What is meant by “Integration strategies”? (04 Marks)
- (ii) Briefly explain the method of conducting an “External strategic management audit” in a manufacturing organization. (08 Marks)
- (iii) By using an example, explain the “Financial ratio trend analysis.” (08 Marks)
7. Write short notes on the following in relation to strategic management.
- (i) Concept of competitive advantage (05 Marks)
- (ii) Macro environmental factors (05 Marks)
- (iii) Boston Consulting Group (BCG) matrix (05 Marks)
- (iv) Diversification strategies (05 Marks)