

Eastern University, Sri Lanka
Final Year Second Semester Examination in Bachelor of Commerce
2013/2014 (April 2017)
(Special Repeat)
COC 4013 Business Strategic Planning

No. of questions: 05

No. of pages: 02

Time: 3.00 hours

Answer all questions

01. (I). Define the term strategy and strategic management. **(05 Marks)**
- (II). Explain the relationship between strategic management and competitive advantage. **(05 Marks)**
- (III). Explain the factors that are needed for making the strategic-planning process effective. **(05 Marks)**
- (IV). How strategic management is beneficial to an organization. **(05 Marks)**
- (Total: 20 Marks)**
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02. (I). Explain financial and nonfinancial benefits of a firm engaging in strategic planning. **(05 Marks)**
- (II). Identify pitfalls in strategic planning for which management should watch out. **(05 Marks)**
- (III). Compare and contrast vision statements with mission statements in terms of composition and importance. **(05 Marks)**
- (IV). Explain why a mission statement should not include monetary amounts, numbers, percentages, ratios, goals, or objectives. **(05 Marks)**
- (Total: 20 Marks)**

03. (I). List characteristics of a mission statement. (05 Marks)
- (II). Discuss the benefits of having a clear mission statement. (05 Marks)
- (III). Why is strategy implementation often considered the most difficult stage of the strategic-management process? (05 Marks)
- (IV). Describe the "process of performing an external audit" in an organization doing strategic planning for the first time. (05 Marks)
- (Total: 20 Marks)
04. (I). Describe each of the activities that comprise strategy evaluation. (05 Marks)
- (II). Identify five characteristics of effective strategy evaluation. (05 Marks)
- (III). Identify a recent economic, social, political, or technological trend that significantly affects the local Pizza Hut. (05 Marks)
- (IV). Use Porter's Five-Forces Model to evaluate competitiveness within the banking industry in Sri Lanka. (05 Marks)
- (Total: 20 Marks)
05. (I). Describe how organizations can create an ethical culture. (05 Marks)
- (II). Illustrate how value chain activities can become core competencies and eventually distinctive competencies. Give an example for an organization you are familiar with. (05 Marks)
- (III). What is your belief about strategic management, whether it is more an art or a science? (05 Marks)
- (IV). Discuss the major benefits of acquiring another firm to achieve desired objectives. (05 Marks)
- (Total: 20 Marks)