



**Institute of Human Resource Advancement
University of Colombo, Sri Lanka**

Masters Degree in Human Resource Management – Course No. 06
2nd Semester Examination
(Held in September, 2016)

MHRM 07 - Strategic Management

Instructions to the Candidates

- (1) Answer only for four (04) questions.
- (2) Time allocated for the examination is three (03) hours.
- (3) This paper consists of five (05) questions and two (02) pages.
- (4) If a page or a part of this question paper is not printed properly, please inform the Supervisor immediately.
- (5) Use of any equipment /items such as mobile phone is prohibited, and rules and regulations of university examinations should be strictly followed.

01.

A. Define Strategic Management and the explain why some firms do not have strategic plans.

(09 Marks)

B. Briefly explain the components comes under strategy formulation, strategy implementation and strategy evaluation.

(08 Marks)

C. Describe the financial and nonfinancial benefits of strategy planning.

(08 Marks)

(Total 25 Marks)

02.

A. Define vision and mission. Explain the process of developing vision and mission statements.

(09 Marks)

B. Explain the benefits of having a clear mission and vision.

(08 Marks)

C. "Most of companies develop attractive vision and mission statements, but they don't properly use them for their management'. Do you agree? Explain.

(08 Marks)

(Total 25 Marks)

03.

A. Explain the key external forces which should be considered in external audit.

(09 Marks)

B. Explain the five forces model of competition.

(08 Marks)

C. Discuss how to develop an Internal Factor Evaluation Matrix (IFE) using a hypothetical example.

(08 Marks)

(Total 25 Marks)

04 A. Explain following Concepts briefly.

i. Integration strategies

ii. Intensive strategies

iii. Diversification strategies

(09 Marks)

B. Identify five (05) generic strategies proposed by Michael Porter.

(08 Marks)

C. Describe the desired characteristics and benefits of 'Objective'.

(08 Marks)

(Total 25 Marks)

05. A. Briefly explain three techniques of the matching stage of strategy formulation framework.
(09 Marks)
- B. Provide a hypothetical example for the Quantitative Strategic Planning Matrix (QSPM).
(08 Marks)
- C. List the key management issues in strategic implementation and identify bases for market segmentation.
(08 Marks)
- (Total 25 Marks)**