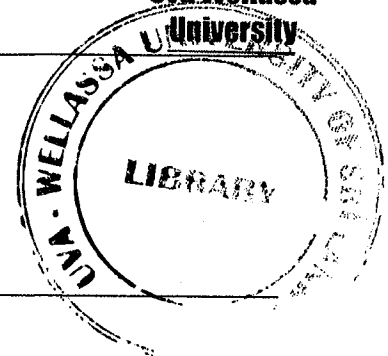


Uva Wellassa University of Sri Lanka
Faculty of Science & Technology
Department of Computer Science and Technology
300 Level 2nd Semester Examination Jan./Feb. 2016
IIT 351-2 Business Strategy



Uva Wellassa
University



Instructions to candidates

Duration: Two (2) hours

Answer all questions

Number of questions: Four (4) essay questions

Mark allocation: 100

1.
 - a. Explain the stakeholder approach using graphical illustrations. (05 mark)
 - b. Name the major characteristics of organizational culture and explain how each of them contributes to create a good culture within an organization. (10 mark)
 - c. Explain in detail the **four (4)** types of strategies identified by Miles and Snow which can be used by companies. (10 mark)
2.
 - a. Mr. Dissanayake, is a young entrepreneur who is planning on opening a restaurant by the name of "Foodies" in Badulla. You are required to analyze the industry/marketplace environment that "Foodies" has to compete in.
Hint: Use Michael Porters five forces framework (10 mark)
 - b. "**Focus differentiation strategy can be the key to success in order to get sustained competitive advantage**". Using a company of your choice, explain how focus differentiation strategy had helped it to be successful. (15 mark)
3.
 - a. Critically analyze Michael Porter's generic strategies. (15 mark)
 - b. Describe how **VRIN framework** can be used to identify the key resources of an organization. (10 mark)
4.
 - a. Name **five (5)** methods which could be used to manage changes within an organization. (05 mark)
 - b. Critically analyze each of the above mentioned methods. (10 mark)
 - c. "**Explicit knowledge of an organization may not be very useful in gaining a competitive advantage**".
Critically evaluate the above statement. (10 mark)