

Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Hospitality, Tourism and Events

Management

THIRD YEAR SECOND SEMESTER EXAMINATION – DECEMBER -2016/JANUARY-

2017

HTE 362-2 Strategic Management



Instructions to candidates:

No. of pages : Three (03)
No. of questions : Five (05) Essay
Time : Two (2) Hours
Marks allocated : 100 Marks

Index No:

Answer only four (04) questions including question number one (01).

1.

The Walt Disney Company is in the following business:

- Theme park
- Disney Cruise Line
- Resort properties
- Movie, video and theatrical production (for both children and adults).
- Television broadcasting (ABC, Disney Channel, Toon Disney, Classic Sports Network, ESPN and A &E networks)
- Radio Broadcasting (Disney Radio)
- Musical recordings and sales of animation art
- Anaheim Mighty Ducks NHL franchise
- Books and magazine publishing
- Interactive software and internet sites
- The Disney Store retail shops

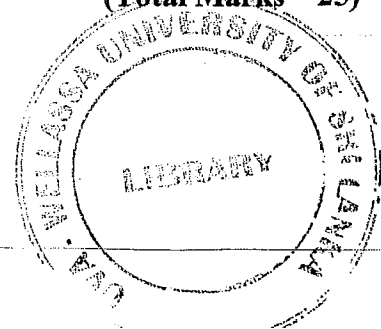
a) Given the above listing, would you say that Walt Disney's business line-up reflects a strategy of related or unrelated diversification? Explain your answer.

(12 Marks)

b) Discuss your answer in terms of the extent to which the value chains of Disney's different businesses seems to have competitively valuable cross- business units' relationships.

(13 Marks)

(Total Marks – 25)



2.

- a) “Good strategy + Good strategy execution (implementation) = Good Strategic Management” – (Thompson, Struckland, Gamble and Jain, 2010).

Discuss the above statement by considering Strategic management model.

(13 Marks)

- b) Explain the scenarios, when low-cost leadership strategy works best.

(12 Marks)

(Total Marks – 25)

3.

- a) Explain how functional-level divisions contributes in order to achieve customer responsiveness

(10 Marks)

- b) Explain what do you meant by Corporate Social Responsibility (CSR)? Why organizations adopting CSR activities into their business model and the role of corporate social performance matrix in the context of strategic planning.

(15 Marks)

(Total Marks – 25)

4.

- a) With regard to the ice-cream industry, which of the following factors might qualify as possible driving forces capable of causing fundamental change in the industry’s structure and competitive environment? Explain your answer in each scenario.

- Increase sales of frozen yogurt and frozen sorbets.
- The potential for additional makers of ice cream to enter the market
- Growing consumer interest in low-calorie/low-fat/low-crab, sugar-free dessert alternatives.
- A slowdown in consumer purchases of ice cream products.
- Rising prices for milk, sugar, and other ice cream ingredients.
- A decision by a direct competitor to increase its prices by 10%.

(15 Marks)

- b) Companies can pursue differentiation from many angles. Explain types of differentiation themes with suitable examples.

(10 Marks)

(Total Marks – 25)

5.

- a) “Matching structure to strategy requires making strategy critical activities and strategy-critical organizational units. These activities are considered the main building blocks in the organization structure”. Discuss the statement by explaining how organization can structure them to promote successful strategy execution.

(10 Marks)

- b) Explain the procedure for constructing a strategic group map.

(08 Marks)

- c) Discuss the types of internal and external linkages of the organization.

(07 Marks)

(Total Marks – 25)

