



PAST PAPERS

Faculty	Department / Section / Division
Not Applicable	Learning Resource Centre

Past Papers

Faculty of Management & social Sciences
Department of Management and Business Studies

BMgt. (Hons) in Retail Marketing and Branding

(Year 3 – Semester II)

2019 - 2022

Document Control & Approving Authority	Senior Director – Quality Management & Administration
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1 st Issue Date: 2017.011.30	Revision No.00	Revision Date: 17.08.2022	Validated by: Librarian
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PAST PAPERS

<i>Faculty</i>	<i>Department / Section / Division</i>
<i>Not Applicable</i>	<i>Learning Resource Centre</i>

Past Papers

Faculty of management and social sciences
Department of management and business studies

**BMgt (Hons) in Retail Marketing and
Branding**

End Semester Examination

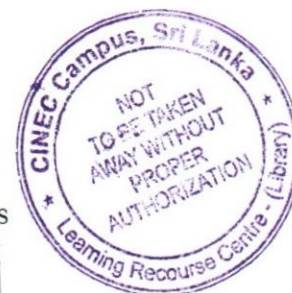
Year 3 semester 2

<i>Document Control & Approving Authority</i>	<i>Senior Director – Quality Management & Administration</i>
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<i>1st Issue Date: 2017.011.30</i>	<i>Revision No.00</i>	<i>Revision Date: 20.05.2022</i>	<i>Validated by: Librarian</i>
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CINEC Campus
Faculty of Management and Social Sciences
Department of Management and Business Studies
BMgt (Hons.) in Retail Marketing and Branding
Course CODE: BMgt 555



Year 3 Semester 2

END SEMESTER EXAMINATION

Research Methodology – BRMB3309

- This paper consists of EIGHT (08) questions on SEVEN (07) pages.
- Answer FOUR (05) questions including question 01.
- Only Non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.09

Pass Mark: 40%

Time: 03 Hours

Question: 01

Multiple Choice

For each question there are four possible answers A, B, C and D. Choose the one you consider correct and record your choice in the given sheet.

Each correct answer will score 2.0 marks. A mark will not be deducted for a wrong answer.

- 1) Research is basically,
- a) A methodology of enquiry
 - b) Search of truth
 - c) A systematic exploration of facts
 - d) All of the above



CINEC Campus
Faculty of Management and Social Sciences
Department of Management and Business Studies
BMgt (Hons.) in Retail Marketing and Branding
Course CODE: BMgt 555

- 2) Which of the following is the Objective of the Research?
- a) To become familiar with a phenomenon
 - b) To test a hypothesis of a causal relationship between variables
 - c) To determine the frequency with which something occurs or with it is associated with something else.
 - d) All of the above
- 3) A Hypothesis is a,
- a) Tentative statement whose validity is still to be tested
 - b) Supposition which is based on the past experiences
 - c) Statement of fact
 - d) All of the above
- 4) Mean, Variance and Standard Deviation are :
- a) Tools of Descriptive statistics
 - b) Tools of Inferential Statistics
 - c) Ways of sampling
 - d) Ways of collecting data
- 5) Can a Research problem be stated?
- a) By putting forward a question
 - b) Making a statement which is declarative in nature
 - c) Both 'A' and 'B'
 - d) None of the above



CINEC Campus
Faculty of Management and Social Sciences
Department of Management and Business Studies
BMgt (Hons.) in Retail Marketing and Branding
Course CODE: BMgt 555

- 6) A Null Hypothesis is,
- a) Hypothesis of no difference
 - b) Hypothesis that assigns value of zero to the variable
 - c) Hypothesis of zero significance
 - d) None of the above
- 7) Which of the following is NOT an essential element of report writing?
- a) Research Methodology
 - b) Reference
 - c) Conclusion
 - d) None of these
- 8) Which of the following is a step of research design?
- a) Defining the problem and formulating a hypothesis
 - b) Collecting data
 - c) Drawing inferences from the data
 - d) All of the above
- 9) Questionnaire is a :
- a) Research method
 - b) Measurement technique
 - c) Data analysis technique
 - d) Tool for data collection



CINEC Campus
 Faculty of Management and Social Sciences
 Department of Management and Business Studies
 BMgt (Hons.) in Retail Marketing and Branding
 Course CODE: BMgt 555

- 10) Which of the following is a non-probability sampling method?
- Simple random sampling
 - Systematic sampling
 - Cluster sampling
 - Quota sampling

Question: 02

- Briefly explain the term of "Research Methods" with the aid of an example. (05 Marks)
- Briefly explain the significance of the Research Gap and the Significance of a setting a main objective of a research study. (05 Marks)
- Identify the difference between Drawback of the study and Limitations of the study. (05 Marks)
- How do you identify the significance of the research study. Imagine a Hypothetical study and explain your answer. (05 marks)

Question: 03

- Briefly explain the Process of a Research with the aid of an example. (05 Marks)
- Define the term of "Explanatory Study" with the aid of an example. (05 marks)
- Identify the significance of an Applied Research with the aid of an example. (04 Marks)
- "Snowball sampling is where research participants recruit other participants for a test or study". Explain the statement with the aid of a practical example in the society. (06 Marks)



CINEC Campus

Faculty of Management and Social Sciences
Department of Management and Business Studies
BMgt (Hons.) in Retail Marketing and Branding
Course CODE: BMgt 555

Question: 04

- a) Briefly explain the association of independent variables and dependent variable in relation to the conceptual framework of a research study. (05 Marks)
- b) Briefly explain the elements of methods of data collection. (05 Marks)
- c) "Conceptual Framework is the driving concept of your research" Explain your answer with the aid of an example. (06 marks)
- d) Identify the difference between Theoretical framework and Conceptual Framework of the study. (04 Marks)

Question: 05

- a) Briefly explain the Advantages and Disadvantages of a **Quantitative Research**. (05 Marks)
- b) Briefly explain the Advantages and Disadvantages of a **Qualitative Research**. (05 marks)
- c) Briefly explain the term of Triangulation with the aid of an example. (05 Marks)
- d) "A literature review is a piece of academic writing demonstrating knowledge and understanding of the academic literature on a specific topic placed in context". (05 Marks)



CINEC Campus
Faculty of Management and Social Sciences
Department of Management and Business Studies
BMgt (Hons.) in Retail Marketing and Branding
Course CODE: BMgt 555

Question: 06

- a) What are the types of plagiarism and briefly explain them with the aid of an example. ? (05 Marks)
- b) "A citation is a formal reference to a published or unpublished source that you consulted and obtained information from while writing your research paper" Briefly explain the statement. (05 Marks)
- c) Paraphrase the following paragraph using citation of your own.

"Most medical people despised the press, holding attitudes not totally unfamiliar today. Reporters tended to be suckers for every quack, half-quack, over-eager scientist, or naive country doctor who thought he had a serum to cure tuberculosis, a herbal remedy for cancer, or a new surgical procedure to rejuvenate the aged. When the newspapers were not wasting space on undeserving medical stories, they were over-playing legitimate news, getting their facts wrong, and generally making a nuisance of themselves interfering in the lives and practices of busy professionals.

Doctors' deep suspicion of what they read in the newspapers and even in the less-carefully edited of the medical journals, helps to explain some of the early skepticism about insulin in countries like Britain: Oh, the Americans are always curing everything; this week it's diabetes. Even in Canada and the United States it was some months before there was enough confirmation of the unlikely news from Toronto to convince wire services and the more skeptical doctors and editors that insulin was, indeed, the real thing."

(10 Marks)



CINEC Campus

Faculty of Management and Social Sciences
 Department of Management and Business Studies
 BMgt (Hons.) in Retail Marketing and Branding
 Course CODE: BMgt 555

Question: 07

- a) Where does the conceptual framework of a study fit ? Briefly explain
(05 Marks)
- b) Identify the difference between **Nominal Scale** and **Ordinal Scale** with the aid of an example. (05 Marks)
- c) Identify the difference between **Ratio Scale** and **Interval Scale** with the aid of an example. (05 Marks)
- d) Define the term of "Census" with the aid of an example. (05 Marks)

Question: 08

Part-A

- a) "A reference list is a list of the publication information for the sources you've cited in your paper and is intended to give your readers all the information they need to find those sources.". Identify the term of Reference and highlight the significance of referencing in a referencing study. (06 Marks)
- b) "Experimental research is a study that strictly adheres to a scientific research design". Briefly explain the statement. (04 Marks)

Part-B

Briefly explain the following terms. **Select 02 (Two)** out of the following.

- i. Questionnaire
- ii. Study Population
- iii. Sample
- iv. Inferential Statistics
- v. Observation

(05*2 Marks)

-----END OF THE QUESTION PAPER-----



Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences
 Department of Management & Business Studies
 B.Mgt(Hons) in Retail Marketing and Branding
 Course CODE: COM555



Year 3 Semester II

End Semester Examination

STRATEGIC BRAND MANAGEMENT - BRMB 3312

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) questions including question 01.
- Only Non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.11

Pass mark: 40%

Time: 03 Hours

Question 1 (Compulsory)

All the business organizations and other organizations as well have realized that one of their most valuable assets is the brand names associated with their products or services.

A brand is important to customers and firms alike.

- Define brand and explain why it is important to a firm? (05 Marks)
- Contrast between the concepts of Brand and Product (05 Marks)
- Briefly describe the challenges to brand management in the current context? (05 Marks)
- The scope of branding is wide and virtually anything can be branded. Explain the things that can be branded in the market domain with examples. (05 Marks)



Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Question 2

The ultimate objective of all marketers is to build a strong brand. The foundation of a strong brand is Brand Equity.

- a. Describe the concept of Customer-Based Brand Equity and explain the sources of brand equity with examples. (10 Marks)
- b. Positioning is the heart of the marketing strategy. Explain what are the key steps in building a strong positioning for a brand, taking a familiar strong brand as an example? (10 Marks)

Question 3

Brand positioning model, brand resonance model, and brand value chain model are the key tools to be used in the brand planning process.

- a. According to the Brand Equity Pyramid, Brand Performance and Brand Imagery will create a brand meaning with point-of-difference. Describe what Brand Imagery is and what are the key intangible associations that develop brand imagery with examples? (10 Marks)
- b. "Brand value chain is the tool to understand the ROI of marketing investments". Explain (10 Marks)



Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Question 4

Brand elements will build the identity of the brand and differentiate the brand from the competitors.

- a. What are the main criteria for choosing brand elements? Describe with examples (10 Marks)
- b. Describe the different Brand Elements marketers can use to build the brand. (10 Marks)

Question 5

Secondary brand associations may be quite important to creating strong, favourable, and unique associations or positive responses if existing brand associations or responses are deficient in some way.

- a. What is Co-branding as a secondary brand association and analyze a successful Ingredient branding? (08 Marks)
- b. There are numerous disadvantages attached to Celebrity endorsement. To overcome these problems, what are the actions marketers have to follow? (12 Marks)



Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Question 6

- a. What is a Brand Equity Measurement System and why does a company need such a system? (05 Marks)
- b. What are the main steps of a brand audit? (05 Marks)
- c. What is a Brand Equity Management System and describe the steps to be followed in developing a proper Brand Equity Management System (10 Marks)

Question 7

- a. Describe the different brand architecture strategies used by marketers with examples (10 Marks)
- b. Explain the different roles that can be played by the brands in a brand portfolio with examples. (10 Marks)

Question 8

- a. Explain the brand extensions strategies with examples (10 Marks)
- b. What are the different approaches to brand revitalization (10 Marks)

-----END OF THE QUESTION PAPER-----

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Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555



Year 3 Semester II
End Semester Examination
SUPPLY CHAIN MANAGEMENT - BRMB3308

- This paper consists of EIGHT (08) questions on NINE (09) pages.
- Answer FIVE (05) questions including question 01.
- Only Non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.15

Pass mark: 40%

Time: 03 Hours

Question 01 (Compulsory)

1. Which of the following parties are in the upstream portion of the supply chain?
 - a. Distributor
 - b. Retailer
 - c. Manufacturer
 - d. Wholesaler

2. Which is NOT a type of a supply chain from the below ?
 - a. Continuous replenishment
 - b. Build to replenish
 - c. Build to order
 - d. Make to stock



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

3. Which incorrect about purchasing from the below statements?
 - a. Purchasing can be broadly classified into two categories as Merchant and Industrial.
 - b. Purchasing is the act of buying the goods and services that a company needs to operate and/or manufacture products.
 - c. Purchasing is more than simply buying products and contracting for services.
 - d. None of the above.

4. What's NOT a reason for buying from outside?
 - a. To free up resources
 - b. Cost advantage.
 - c. Proprietary technology protection
 - d. Lack of expertise

5. Which of the following is correct about tariff barriers?
 - a. A tariff is an official list or schedule showing the duties, taxes, or customs imposed by the host country on imports or exports.
 - b. A tariff barrier is any measure, other than a customs tariff, that acts as a barrier to international trade.
 - c. Tariff barriers are not controlled by various international organizations.
 - d. None of the above.

6. What's NOT a key for successful partnerships?
 - a. Better information and better materials flow between buyers and suppliers.
 - b. Trust building



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

- c. Shared vision and objectives
 - d. Work in isolation
7. Which of the following statement/s are correct about Jidoka in Lean Management?
- I. The authority of stopping the production line if the quality problems are encountered.
 - II. Jidoka follows the concept of **under capacity** scheduling.
 - III. To encourage jidoka, each worker is given access to a switch that can be used to activate call lights or to halt production.
 - IV. According to Jidoka, workers should be responsible for the product quality.
- a. Only I and II.
 - b. All of the above.
 - c. None of the above.
 - d. Only I, III and IV.
8. What is/are the considerations in holding inventory in a warehouse?
- I. Cost of not having inventory.
 - II. Price discounts.
 - III. Some safety against uncertainty.
 - IV. Quantity to be sold.
- a. Only I and IV
 - b. Only I, II and III.
 - c. All of the above
 - d. None of the above.



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

9. There are different objectives of inventory management.
- I. To strike a balance between Inventory investment and Customer service.
 - II. To avoid excess inventory or inventory shortages.
 - III. Maintaining inventory at an appropriate level.

What is/ are the major objective/s of inventory management?

- a. Only I and II.
 - b. Only II and III.
 - c. All of the above.
 - d. None of the above.
10. Which is NOT a critical flow of supply chain integration framework?
- a. Product/ service value flow.
 - b. Market accommodation flow.
 - c. Cash flow
 - d. Product returns flow

(02 Marks*10 = 20 Marks)

Question 02

- a. "NESTA" is a tea export company at the start up level and also with a poor investment capability. However, expecting that there will be a higher demand for their products in future, NESTA is going to invest in a private warehouse. Do you think that this would be a viable decision for the company? Suppose that you are being appointed as a consultant to NESTA company and advise them regarding the most suitable type/s warehouse/s that they can utilize in their business.

(08 Marks)



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

- b. ABC Traders is a company which is currently operating in Sri Lanka and manufactures rubber tyre. They currently carry out all the operations inhouse but at the same time they wish to outsource **half of their operations** in future. Elaborate in detail, the reasons for ABC Traders to outsource half of their operations and carry out other half of operations inhouse. (06 Marks)
- c. Further, ABC Traders wishes to search the market for suitable and reliable suppliers to carry out the operations on behalf of them. What do you think are the criteria that ABC Traders may consider in the process of Supplier selection? (06 Marks)

Question 03

- a. Nimal is a distributor of soft drinks and he has set up his business recently and unaware about the phenomenon of bullwhip effect. Explain Nimal what exactly is bullwhip effect, in your own words. (07 Marks)
- b. With the growth of Nimal's business, he wishes to integrate with other channel partners in the supply chain such as wholesalers, retailers and manufacturers too. However, Nimal is totally unaware about the cons of the integration process. Explain Nimal about the obstacles to integration. (07 Marks)
- c. Explain product/service value flow in the supply chain in detail. (06 Marks)



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Question 04

- a. Samal runs a garment business and always maintain a higher amount of inventory in warehouses regardless of the demand pattern. Explain Samal, the major goal of inventory management and the cons of maintaining a higher level of inventory in warehouses. (06 Marks)
- b. Samal's friend Nimal considers inventory as just a cost for the business. Do you agree with Nimal? What do you think are the functions of inventory? (06 Marks)
- c. Briefly describe the below type of inventories in your own words.
- i. Safety/buffer stock.
 - ii. Pipeline stock.
 - iii. Speculative stock.
 - iv. Base stock.

(04 Marks *2 = 08 Marks)

Question 05

The Logistics Manager at St. Mathews Group which produce 'hard hats' want to forecast the sales for the year 2021. The historical data of sales is as follows:



Faculty of Management and Social Sciences
 Department of Management & Business Studies
 B.Mgt(Hons) in Retail Marketing and Branding
 Course CODE: COM555

Table 5:1 – Historical Data

Year	2020						
Month	June	July	Aug	Sep	Oct	Nov	Dec
Demand	5600	6300	5800	7000	6100	5950	5000

Based on the above data, answer the following questions

- (i) The Naïve forecast for the month of January 2021 (02 Marks)
- (ii) The four- month Simple Moving Average forecast for January 2021 (02 Marks)
- (iii) The Weighted Moving Average forecast for January 2021 using the weights 0.15, 0.23, 0.33 (04 Marks)
- (iv) The Exponential Smoothing forecast for January 2021 with $\alpha = 0.42$ (Assume the forecast for November is 6000 units) (04 Marks)

Calculate the Forecasting error, RSFE (with interpretation), MAD, MSE using the below data. (08 Marks)

Table 5:1 – Forecasted Data

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Forecast	517	514	515	516	510	519	513	512
Actual	516	512	516	513	512	518	515	510



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Question 06

- a. Deanika wishes to implement lean production strategies in her business which is currently operating as she thinks the business needs to reduce the waste in every way. Explain Deanika, about the types of wastes that she needs to reduce in lean production as well as the elements of implementing lean production. (10 Marks)
- b. Explain Deanika about the concepts of **Kaizen** and **Jidoka** in your own words as the two concepts are a part of lean production and will be useful for her in future operations of the business. (10 Marks)

Question 07

- a. Use a real-world example and describe how an optimal location for a company is decided. (06 Marks)
- b. A student who has recently graduated is planning to start up his own venture with the name "Fast pace delivery". A company which aims to deliver packages and parcels within 24 hours to any destination within Sri Lanka. The student doesn't have sufficient knowledge as to where to locate facilities to pick and sort packages before delivering them to the destinations. As a student learning Supply Chain Management, advice this student regarding the location strategies that he has to utilize when locating the facilities in order to meet his objective of "delivery within 24 hours". (10 Marks)
- c. Explain in brief, the factors that a firm should consider before going global. (04 Marks)



Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Question 08

- a. Kanishka is going to start a multinational company and wishes to deal with numerous suppliers worldwide. In that case, as a friend of Kanishka advise him regarding the key criteria that he needs to consider when developing an effective supplier relationship. (06 Marks)
- b. Local companies most of the times tend to buy from overseas nations because of various reasons, elaborate in detail, the reasons for the local companies to engage in international purchasing. (10 Marks)
- c. Why is international purchasing more complicated than the local purchasing? (04 Marks)

-----END OF THE QUESTION PAPER-----

Formula sheet

$$SMA = \frac{A_1 + A_2 + \dots + A_n}{n}$$

$$F_{t+1} = W_1 D_t + W_2 D_{t-1} + \dots + W_n D_{t-n+1}$$

$$RSFE = \sum e_t$$

$$MSE = \frac{1}{n} \sum_{i=1}^n (Y_i - \hat{Y}_i)^2$$

$$MAD = \frac{\sum |F_t - A_t|}{n}$$

$$F_t = F_{t-1} + \alpha (A_{t-1} - F_{t-1})$$

Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

Year 3 Semester II

End Semester Examination

STRATEGIC MANAGEMENT - BRMB 3310

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FOUR (05) questions including question 01.
- Only Non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
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- Write legibly.

Date: 2022.03.19

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

You are working as a strategist for a conglomerate that operates across 07 sectors with a range of SBAs. The board of directors has approached you to analyze each SBU/sector and comment on future implications.

- Instant Noodle - This is also one of the fast-growing industries due to changing lifestyles, and the company recently entered this segment with a new brand. Two multinational companies dominate this market with two global brands.
- Healthcare - This is one of the fast-growing industries of the country, and the company is a new entrant with a fully equipped hospital in Colombo.
- Toothpaste - Overall market for dental care is increasing, and the company owns two leading toothpaste brands in the country.



Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Retail Marketing and Branding
Course CODE: COM555

- Retailing- The overall market growth rate has decreased (low) due to reduced consumption. The company recently acquired the leading supermarket chain in the country.
 - Construction - This is also one of the fast-growing industries that grew rapidly after the war. However, the industry growth rate has decreased rapidly in recent years. The company is the undisputed market leader in the industry and is involved in a range of construction projects.
 - Footwear - Sri Lankan footwear industry is becoming highly fragmented with the influx of small manufacturers and importers. However, the company is the leading footwear manufacturer, and the overall market growth rate is still increasing.
 - IT - This is also a fast-growing industry, and the company owns two leading IT companies in the country.
 - Hotel - The growth of this industry has slowed down due to COVID19, and the company is a new entrant with two small boutique hotels.
- (a) Select an appropriate portfolio model and place the above Strategic Business Units (SBUs). Comment on the market position of each of these SBUS. (10 Marks)
- (b) Do you think this has a balanced portfolio? Justify your answer. (10 Marks)

Question 02

“Most large corporations are diversified today due to many reasons. It considers that diversified companies really perform better than undiversified companies”.



Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences

Department of Management & Business Studies

B.Mgt(Hons) in Retail Marketing and Branding

Course CODE: COM555

(a) Identify and explain 04 reasons for diversification. (10 Marks)

(b) What is the main limitation of related diversification? Explain 03 main limitations with appropriate examples. (10 Marks)

Question 03

Business strategy is a clear set of plans, actions and goals that outlines how a business will compete in a particular market, or markets, with a product or number of products or services. Strategies can be applied at different levels of the organization.

(a) Explain the different levels of strategy with appropriate examples. (10 Marks)

(b) What are the different modes of strategic decision making? Explain your answer with example. (10 Marks)

Question 04

(a) What is meant by National Advantage? How it is different from competitive advantage? (10 Marks)

(b) Explain the key determinants of National Advantage (Porter's Diamond Model) with appropriate global examples. (10 Marks)



Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences

Department of Management & Business Studies

B.Mgt(Hons) in Retail Marketing and Branding

Course CODE: COM555

Question 05

Critically assess the bases of achieving competitive advantage for a business unit in terms of 'routes' on the Bowman's strategy clock. (20 Marks)

Question 06

Critically explain key growth strategies/ options available for a business organization using Ansoff matrix with appropriate examples. (20 Marks)

Question 07

Explain the application of Balanced Score Card model to an organization of choice by developing appropriate goals, measures, targets/ KPIs and actions for each perspective. (20 Marks)

Question 08

"Structure follows strategy". Elaborate this statement with relevant concepts and hypothetical examples of your choice. (20 Marks)

-----END OF THE QUESTION PAPER-----