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THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES (HONOURS) DEGREE PROGRAMME
LEVEL 6
Assignment Test: 2023
STRATEGIC MANAGEMENT – OSU6501/MSU6501

Duration: Two Hours. (2 Hrs.)

Date: 28th January 2023	Time: 1.00 pm – 3.00 pm

This Question Paper consists of Five (5) questions and has two (2) pages.

Instructions:
- Answer any FOUR Questions.
- Each question carries 25 marks. Maximum marks for this paper are 100.
- Answers should be methodical and focused. Illegible handwriting may cost marks.
- Cite suitable illustrations and Sri Lankan examples where possible.

Question 1.

a) Explain why strategists initially want to build up an appropriate vision and mission for their organization before setting up goals and objectives. (8 marks)

b) 'Efforts have to be made to make all members of the organization aware of the mission of the organization'. Explain the benefits of such a move. (8 marks)

c) "The mission statement of an organization may have to be changed from time to time." Do you agree? Explain with suitable examples. (9 marks)

Question 2.

a) Describe internal, external and industry environment with their components that has to be studied by strategists at the initial stage of stages of the strategic management process. (15 marks)

b) 'External environmental factors are difficult to predict. They are turbulent, complex, global, uncertain, ambiguous, and incomplete by nature'. Explain with examples. (10 marks)

Question 3.

a) Describe what is meant by the competitive advantage of an organization. Explain how and when core competencies of an organization can become a competitive advantage for it. (15 marks)

b) Describe the role of the management of an organization in developing and managing core competencies for an organization. (10 marks)

Question 4.
'The overriding organizational goal is maximizing shareholder returns.'

a) Do you agree on the above statement. Critically comment. (10 marks)

b) Highlighting the key features of a good objective, describe the difference between 'goals' and 'objectives'. (15 marks)

Question 5.
Attempt the following in the context of strategic management.

a) 'Good corporate governance practices can help in improving economic efficiency and social wellbeing of a country.' Describe this statement using examples with issues in good and poor corporate governance in Sri Lankan organizations. (15 marks)

b) Describe Post COVID-19 era economic situation and shift in organizational goals and strategies due to change in opportunities and threats for Sri Lankan industries. (10 marks)