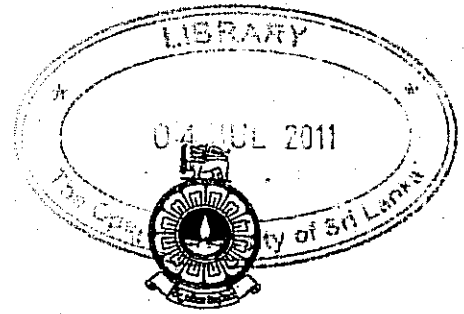


THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES – LEVEL 6
ASSIGNMENT TEST - 2011

STRATEGIC MANAGEMENT - MCU 4201

DURATION: TWO (02) HOURS

This paper contains FOUR questions.



Date: 25th June, 2011

Time: 10.00 am – 12.00 noon

INSTRUCTIONS

- ANSWER ANY THREE QUESTIONS.
- EACH QUESTION CARRIES MAXIMUM OF 32 MARKS.
- 4 MARKS ARE ALLOCATED FOR CANDIDATE PROPERLY FOLLOWING INSTRUCTIONS GIVEN IN THE QUESTION PAPER AND ANSWER BOOK.

Answers should be methodical and focused. Cite suitable Sri Lankan examples for your explanations where necessary. Examples carry nearly 50% of the marks allocated.

1. a) With a suitable illustration explain key stages of the strategic management process. (20 marks)
b) Explain what is meant by 'SWOT' analysis and why a SWOT analysis is needed for strategists. (12 marks)
2. 'Strategy implementation requires more skills than for strategy formulation.'
 - a) What are the key differences between activities related to strategy formulation and strategy implementation? Explain. (20 marks)
 - b) Explain the need for setting objectives and policies for implementing strategies. (12 marks)
3. When implementing strategies it might require changing organizational structure.
 - a) With suitable illustrations explain three different types of formal organizational structures with their salient features. Compare the key benefits of adopting these structures at the time of implementing strategies. (24 marks)
 - b) Briefly explain situations which necessitate strategists to look for restructuring their organizations. (08 marks)
4. a) Explain how the key functions of strategic management process differ when the businesses operate internationally. (20 marks)
b) Explain the role of GATT for the development of international business. (12 marks)

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