



**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER II  
SESSION 2012/2013**

**COURSE NAME** : CONSTRUCTION STRATEGIC  
MANAGEMENT

**COURSE CODE** : BPD 4292 / BPD 42902

**PROGRAMME** : 4 BPC

**EXAMINATION DATE** : JUNE 2013

**DURATION** : 2 HOURS

**INSTRUCTION** : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF **THREE (3) PAGES**

- Q1** Strategy formulation includes defining the corporate vision and mission, specifying achievable objectives, developing strategies and setting policy guidelines.
- (a) Discuss the role of vision and mission statements in strategic management. (6 marks)
  - (b) Compare corporate objectives with corporate strategies. (8 marks)
  - (c) Analyse on problems caused by developing unclear vision and mission statements for a construction organisation. (10 marks)
- Q2** (a) External forces can be divided into five broad categories, (i) economic forces, (ii) social, cultural, demographic and natural environment forces, (iii) political, governmental and legal forces, (iv) technological forces, and (v) competitive forces.
- Discuss **ALL** the external forces. (15 marks)
- (b) Explain the process of performing an external audit. (9 marks)
- Q3** Market penetration, market development and product development are sometimes referred to as intensive strategies.
- (a) Describe intensive strategies. (2 marks)
  - (b) Discuss a market penetration strategy that is preferred by construction organisation. (8 marks)
  - (c) Explain **FIVE (5)** guidelines for market development as an effective strategy. (10 marks)

- Q4** (a) Merger and acquisition are commonly used to pursue strategies.
- (i) Explain **FIVE (5)** potential benefits of merger and acquisition. (10 marks)
- (ii) Not all mergers and acquisitions are effective and successful.  
Explain **FIVE (5)** key reasons why many mergers and acquisitions fail. (10 marks)
- (b) Strategic management process is vital for large organisations' success. However, it is rarely applied by small organisations.  
Outline the limitations of strategic management process in small organisations. (12 marks)

**-END OF QUESTION-**