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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

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

COURSE NAME : CORPORATE REAL ESTATE
MANAGEMENT

COURSE CODE : BPE34803

PROGRAMME : 3BPD

EXAMINATION DATE : JUNE 2013

DURATION : 3 HOURS

INSTRUCTION : ANSWER **FOUR (4)** OUT OF FIVE
QUESTIONS

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

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- Q1** Corporate real estate management (CREM) has attracted senior management's attention. Compared to other areas of property, corporate real estate management focuses on the service recipient (demand side) than the service provider (supply side).
- (a) Explain the above statement. (5 marks)
- (b) Compare between corporate real estate management, facility management and property management. (10 marks)
- (c) Demonstrate **FIVE (5)** roles and skills required by a corporate real estate manager from lower management level up to senior management level in an organization. (10 marks)
- Q2** TPM Berhad is the leader in mail services in Malaysia. In the process of upgrading its services, TPM Berhad plans to rebrand 700 units of post offices located throughout Malaysia.
- (a) Explain corporate real estate strategies below:
- (i) Incrementalism (5 marks)
- (ii) Standardisation (5 marks)
- (iii) Value based (5 marks)
- (b) By Selecting one of the above strategies, demonstrate how the strategy would help TPM Berhad to improve its services to customers. (10 marks)
- Q3** Competitive advantage of a company can be evaluated based on Porter's Five Force Competitive Advantage Model.
- (a) Explain the elements in the Porter's Five Force Competitive Advantage Model. (10 marks)
- (b) With examples, discuss the role of corporate real estate management within each element. (15 marks)

Q4 The Balanced Scorecard (BSC) is a strategy performance measurement tool that can be used by managers to keep track of the execution of activities by staff and to monitor the consequences arising from these actions. BSC is now seen as a critical foundation in a holistic strategy execution process in helping organisations to provide a road map for strategy execution.

(a) Explain the elements within the BSC. (10 marks)

(b) Assuming you are a corporate real estate manager in a private university. Propose a property strategy for each element in the BSC. (15 marks)

Q5 A telecommunications company looking to consolidate its office spaces from several locations into one location.

(a) Demonstrate the internal and external factors to be considered to implement this strategy. (10 marks)

(b) Flexibility is one form of preparation to overcome bad corporate real estate management's decision.

In the context of corporate real estate management, explain:

(i) Physical flexibility (5 marks)

(ii) Functional flexibility (5 marks)

(iii) Financial flexibility (5 marks)

- END OF QUESTION -