



UTHM

Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

FINAL EXAMINATION SEMESTER I SESSION 2014/2015

COURSE NAME : CONSTRUCTION STRATEGIC
MANAGEMENT

COURSE CODE : BPD 42902

PROGRAMME : 4 BPC

EXAMINATION DATE : DECEMBER 2014/JANUARY 2015

DURATION : 2 HOURS

INSTRUCTION : ANSWER ALL QUESTIONS

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

Q1 Vision and mission statements for construction organisation roles are core elements of a strategic plan. Construction organisations that have clearly defined vision and mission statements, which are aligned with a strategic plan outperform those who do not.

(a) Compare **THREE (3)** benefits of having vision and mission statements for a construction organisation with the one without them.

(9 marks)

(b) Explain the processes of developing vision and mission statements of business for a construction organisation.

(16 marks)

Q2 There are two internal mechanisms of an organisation to facilitate strategic implementation; organisational structure and corporate structure. It is important that the organisational structure is designed in such a way that it facilitates the implementation of the corporate strategy.

(McGeorge and Zou, 2013)

(a) Define organisational structure.

(1 mark)

(b) Discuss the importance of organisational structure to a construction organisation.

(6 marks)

(c) Analyse **SIX (6)** effects of inefficient organisational structure to the success of implementation stage of a construction organisation.

(18 marks)

Q3 Anugerah Sdn. Bhd. is a new established G5 construction organisation in Batu Pahat, Johor. The organisation is among the well known construction organisation of G5 in several areas in Johor. Currently, there are more than 30 construction organisations in the same category in Batu Pahat. Most of the organisations have been in the construction industry for more than 10 years. Therefore, Anugerah Sdn. Bhd. is thinking of creating an ideal strategy to promote its business.

(a) Choose the suitable strategy for the organisation to promoting its business.

(10 marks)

(b) Based on your answer in **Q3 (a)**, outline **FIVE (5)** barriers for the organisation in developing the chosen strategy.

(15 marks)

Q4 Performance measurement is seen as an opportunity to gain insight into the future. It allows an organisation to forecast its financial measures and to plan for the future. The procedure is by simply looking at an organisation's current innovation and learning processes and its achievements in business.

(Lehtinen and Ahola, 2010)

- (a) Describe the responsibilities of managerial organisation in the performance measurement process. (3 marks)
- (b) Discuss **FIVE (5)** importance of measuring performance to a construction organisation. (10 marks)
- (c) Explain **SIX (6)** contributing factors to the failure of performance measurement. (12 marks)

- END OF QUESTION -