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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2015/2016**

COURSE NAME : CORPORATE REAL ESTATE
MANAGEMENT

COURSE CODE : BPE34803

PROGRAMME : 4 BPD

EXAMINATION DATE : DECEMBER 2015 / JANUARY 2016

DURATION : 2 HOURS 30 MINUTES

INSTRUCTION : ANSWER ALL QUESTIONS

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

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Q1 TPM Berhad is the leader in mail services in Malaysia. In the process of upgrading its services, TPM Berhad plans to rebrand 800 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) Propose one of the above strategies that would help TPM Berhad to improve its services to customers. (10 marks)

Q2 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) Discuss the role of corporate real estate management within each element with examples. (15 marks)

Q3 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 company that handles private hospitals throughout Malaysia.

Propose a property strategy for each element in the BSC. (15 marks)

Q4 TELCO ONE, one of the largest telecommunication company in Malaysia is looking to consolidate its office spaces from several locations into one location.

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

(b) Flexibility is one form of preparation to overcome mistakes in corporate real estate's decisions.

Explain these concepts from the corporate real estate management perspective:

(i) Physical flexibility (5 marks)

(ii) Functional flexibility (5 marks)

(iii) Financial flexibility (5 marks)

- END OF QUESTIONS -