UNIVERSITI TUN HUSSEIN ONN MALAYSIA

FINAL EXAMINATION
SEMESTER I
SESSION 2015/2016

COURSE NAME	:	STRATEGIC MANAGEMENT
COURSE CODE	:	BPB 33803
PROGRAMME	:	4 BPA
EXAMINATION DATE	:	DECEMBER 2015/JANUARY 2016
DURATION	:	2 HOURS 30 MINUTES
INSTRUCTION	:	ANSWER **ALL** QUESTIONS

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

Q1 (a) The criteria for suitability, feasibility, and acceptability should be considered in evaluating strategic alternatives.

Analyse the manner in which the application of the strategy-formulation framework differ from a small to a large organization.

(10 marks)

(b) In multidivisional firms, each autonomous division or strategic business unit should construct an IFE and EFE Matrix. Divisional matrices then can be integrated to develop an overall corporate IE Matrix. Both external and internal evaluation together called IE analysis for any business firm.

Design a strategy for an organization that achieves total weighted scores of 3.6 on the IFE and 1.2 on the EFE Matrix.

(15 marks)

Q2 **Palmetto**

Palmetto was an early pioneer of digital data assistants (DDAs) and dominates that market space (in terms of market share) with its core product, the Palmetto Pidgy. Because this product category was entirely new to the market, Palmetto had to internally develop the hardware and software sides of the business, and today is both a manufacturer of DDAs and a programmer and licensor of its DDA operating system software. Recently however, the hand-held device maker's performance has taken a dive as a result of slumping sales and costly inventory problems. Palmetto has also had difficulty coordinating its software and hardware businesses, in part due to the near absence of a coherent structure and the differing economics underlying the two. Specifically, hardware for DDAs is increasingly a cost-based business, while software is a highly differentiated one. While Palmetto is doing pretty well in both businesses, its own resource base does not allow it to compete any differently than that proscribed for other industry participants (i.e., competes on cost with hardware and features with software). In addition to these fundamental differences, new large entrants are entering both the equipment (e.g., Sony) and software (e.g., Microsoft) sides of its business, putting further pressure on margins. Management has decided that it is unable to focus on the complexities of each of these businesses so it is opting to break Palmetto into two separate, independent public companies-Pal, Inc. will be devoted to hardware and Mettolink, Inc. will be devoted to software.

(a) Illustrate the basic organisational structural form that would you recommend for both Pal, Inc and Mettolink.

(5 marks)

(b) Describe the situation in which the implementation of this structure would differ for Pal, Inc.

(10 marks)

(c) Describe the situation in which the implementation of this structure would differ for Mettolink.

(10 marks)

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Q3 The Balanced Scorecard (BSC) is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

(a) Analyse how the **FOUR (4)** Balanced Scorecard (BSC) perspectives are used to evaluate the success of a strategy.

(16 marks)

(b) Analyse specific productivity and capacity control strategies to achieve Balanced Scorecard (BSC) objectives.

(9 marks)

Q4 (a) Research and Development departments are common in many larger companies, especially those working with newer products or technologies subject to important shifts.

Describe **TWO (2)** major Research and Development approaches to implementing strategies.

(10 marks)

(b) Management information system, or MIS, broadly refers to a computer-based system that provides managers with the tools to organize evaluate and efficiently manage departments within an organization.

Discuss **THREE (3)** main functions of MIS in the strategic implementation process.

(15 marks)

-END OF QUESTIONS -