



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2016/2017**

TERBUKA

COURSE NAME : CONSTRUCTION STRATEGIC
MANAGEMENT

COURSE CODE : BPD 42902

PROGRAMME CODE : BPC

EXAMINATION DATE : DECEMBER 2016 / JANUARY 2017

DURATION : 2 HOURS

INSTRUCTION : ANSWER ALL QUESTIONS

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

- Q1** It is necessary to scan the external business environment to understand the opportunities and threats within the general and specific operations. An internal analysis is also needed to assess the organisation's strengths and weaknesses. There are several analytical techniques, such as Porter's five-force framework and SWOT that could be used for scanning the external and internal environment.
- (a) Discuss Porter's five-force framework that used for scanning the external environment. (3 marks)
- (b) Describe **THREE (3)** challenges that faced by a construction organisation in gaining the right sources for strengths and weaknesses data. (9 marks)
- (c) Discuss **FOUR (4)** importance of scanning on opportunities and threats data of a construction organisation. (12 marks)

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- Q2** Excel (M) Sdn. Bhd. is a well-known organisation that produces clay brick in Malaysia. Its products have been used widely in various construction projects in Malaysia. Even though the organisation has set a high bar for manufacturing and producing clay brick as well as known as the best seller of the material in Malaysia, its feel insecure. Many organisations are competing with Excel (M) Sdn. Bhd. in producing and selling the same product. Excel (M) Sdn. Bhd. needs to strategise its business to make sure that it still the best organisation and cannot be competed in producing clay brick in Malaysia.
- (a) Outline the suitable strategy for the organisation to promote its business. (10 marks)
- (b) Discuss **FIVE (5)** challenges for the organisation in developing the strategy based on your answer in **Q2 (a)**. (15 marks)
- Q3** Another approach in increasing construction business is by implementing diversification strategy. As a CEO in Azizi and Co., Mr Azizi is thinking to consider using diversification strategy to increase its business. The organisation is well versed in Malaysia as a civil and structural engineering consultant and now considering to invest in different types of business.
- (a) Outline diversification strategy for the organisation. (10 marks)
- (b) Discuss **FIVE (5)** challenges for the organisation in developing the strategy. (15 marks)

- Q4** (a) The strategic management process consists of three stages, which are strategy formulation, strategy implementation and strategy evaluation.

Outline the importance of strategy implementation compare to other stages in strategic management.

(8 marks)

- (b) Strategy evaluation is simply an appraisal of how well an organisation performance. It involves three activities.

Explain **ALL** the activities.

(9 marks)

- (c) Discuss **THREE (3)** factors that lead to failure in performance measurement.

(9 marks)

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–END OF QUESTIONS –