

CONFIDENTIAL



UTHM

Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2017/2018**

COURSE NAME : CONSTRUCTION STRATEGIC
MANAGEMENT

COURSE CODE : BPD 42902

PROGRAMME CODE : BPC

EXAMINATION DATE : DECEMBER 2017 / JANUARY 2018

DURATION : 2 HOURS

INSTRUCTION : ANSWER ALL QUESTIONS

TERBUKA

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

CONFIDENTIAL

Q1 All construction organisations have strengths and weaknesses in the functional areas of business. No organisations are equally strong or weak in all areas. Objectives and strategies are established with the intention of capitalising on internal strengths and overcoming weaknesses.

(a) Describe the responsibilities of a strategist in the process of performing an internal audit.

(5 marks)

(b) Explain **FIVE (5)** core operations of most businesses when to identify the strengths and weaknesses.

(20 marks)

Q2 High Impact (M) Sdn. Bhd. is one of the leading construction organisation in Malaysia. The organisation has succeeded in developing many mega projects owned by the government and the private clients throughout Malaysia. To expand the market of business, the organisation is thinking of expanding its business in abroad. The organisation chooses to expand its businesses in the Asia region as it has received several invitations to collaborate with several construction organisations in China and Taiwan. To venture the business in abroad, High Impact (M) Sdn. Bhd. needs to strategise its businesses by conducting an external strategic management audit.

(a) Discuss **THREE (3)** factors contribute to the necessity for High Impact Sdn. Bhd. to conduct an external strategic management audit.

(9 marks)

(b) Analyse **FOUR (4)** key external forces use for preparing the external audit.

(16 marks)

Q3 AAL Bhd. and AHALY Corporation has agreed to join venture in a railway project in Malaysia. AAL Bhd. is a local construction organisation and AHALY Corporation is a well-known construction organisation in Germany. In construction, joint venture is commonly used to deliver large projects by pooling expertise and resources. Numerous advantages can be gained by the organisations in undertaking joint venture approach.

Outline the motivation for forming construction joint ventures.

(25 marks)

TERBUKA

- Q4** (a) Good strategies will not succeed if the strategies were not implemented properly.

Discuss **FOUR (4)** challenges in strategy implementation.

(12 marks)

- (b) The use of performance measurement has been acknowledged and there are reasons why it is important for organisations and the construction industry.

(i) Define performance measurement.

(1 mark)

(ii) Discuss **FOUR (4)** importance of performance measurement to construction organisations.

(12 marks)

TERBUKA

–END OF QUESTIONS –