



# UTHM

Universiti Tun Hussein Onn Malaysia

## UNIVERSITI TUN HUSSEIN ONN MALAYSIA

### FINAL EXAMINATION SEMESTER I SESSION 2018/2019

COURSE NAME : CONSTRUCTION STRATEGIC  
MANAGEMENT

COURSE CODE : BPD 42902

PROGRAMME CODE : BPC

EXAMINATION DATE : DECEMBER 2018 / JANUARY 2019

DURATION : 2 HOURS

INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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**Q1** Strategic management involves the planning, directing, organising, and controlling of an organisation's strategy-related decisions and actions. It can improve the organisation's business.

(a) Discuss **THREE (3)** purposes of creating strategies for construction organisation. (6 marks)

(b) Explain **FIVE (5)** ways the strategic management can improve a construction organisation's business. (15 marks)

**Q2** McKinsey 7S framework can be used to identify an organisation's strengths and sources of competitive advantage. It is an important analysis for managers, consultants, business analysts and potential investors to understand.

(a) Illustrate the McKinsey 7S framework. (7 marks)

(b) Discuss the **SEVEN** interrelated factors of the framework. (14 marks)

**Q3** Excellence Corporation is one of the prominent construction organisations in Selangor. It is well known as the best in constructing infrastructure projects. With the very competitive markets in Selangor, Excellence Corporation needs to always improve its business. The organisation needs to identify the opportunities and overcome the threats to be in competitive advantage.

(a) Intensive strategies are a type of strategies that could be used by Excellence Corporation in improving its businesses.

Describe intensive strategies. (2 marks)

(b) Outline the guidelines for when market penetration may be an especially effective strategy to be used by Excellence Corporation. (25 marks)

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- Q4** (a) Discuss **THREE (3)** purposes of performance measurement to a construction organisation. (6 marks)
- (b) Differentiate simple organisational structure and functional organisational structure. (25 marks)

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