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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2019/2020**

COURSE NAME : CONSTRUCTION STRATEGIC
MANAGEMENT

COURSE CODE : BPD 42902

PROGRAMME CODE : BPC

EXAMINATION DATE : DECEMBER 2019 / JANUARY 2020

DURATION : 2 HOURS

INSTRUCTION : ANSWER ALL QUESTIONS

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THIS QUESTION PAPER CONSISTS OF TWO (2) PAGES

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- Q1** Environmental assessment is a systematic analysis of internal and external environment that has direct or indirect influence to the organisation's strategy formulation, decision making and implementation.
- (a) Discuss the process of performing internal and external audits for a construction organisation. (12 marks)
- (b) Explain **FIVE (5)** major external forces that affects the strategy formulation process of a construction organisation. (15 marks)
- Q2** The Porter's five-forces model is an approach that widely used for developing strategies in many industries.
- Outline with the aid of illustration the Porter's five-forces model. (15 marks)
- Q3** Mergers and acquisitions are major strategic initiatives undertaken by many construction organisations. Both are recognised as the preferred vehicle for expansion into the global construction market. Major European and international construction organisations use mergers and acquisitions to increase their geographical coverage and business portfolio.
- (a) Define mergers and acquisitions. (2 marks)
- (b) Analyse **SIX (6)** risks associated with mergers and acquisitions. (24 marks)
- Q4** Strategy implementation is the process by which objectives, strategies and policies are put into action through development of programmes, budgets and procedures.
- (a) Discuss **FOUR (4)** strategy implementation activities. (8 marks)
- (b) Outline **SIX (6)** reasons of failure in strategy implementation by a construction organisation. (24 marks)

-END OF QUESTIONS-

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