



**UNIVERSITI TUN HUSSEIN ONN
MALAYSIA**

**FINAL EXAMINATION
SEMESTER II
SESSION 2010/2011**

COURSE NAME : STRATEGIC MANAGEMENT
COURSE CODE : BPA 3123
PROGRAMME : 3 BPA / 3 BPB
EXAMINATION DATE : APRIL / MAY 2011
DURATION : 2 HOURS 30 MINUTES
**INSTRUCTION : ANSWER FIVE (5)
QUESTIONS OUT OF SIX
QUESTION**

THIS QUESTION PAPER CONSISTS OF 6 PAGES

- Q1 Microsoft Inc. is recognised as one of the leading firm in the world. The success of Microsoft generally relies on various strategies of the company (Refer to Appendix 1)
- (a) Discuss **THREE (3)** types of strategy that possibly pursued by Microsoft (10 marks)
- (b) To achieve it strategies, Microsoft plans to set-up a new business in Malaysia. Explain **THREE (3)** methods or means that Microsoft can pursue. (10 marks)

Q2

Table Q2: Strategy analysis of AIRASIA

Financial Strength /position (FP)	Ratings
Profit after tax year end 2010 – RM 80 million	5.0
Low-cost flight, increase in revenue by 60 percent	4.0
Management cost reduce by 15 percent year end 2009	3.0
Industry Strength /position (IP)	
Deregulation provides geographic and flight freedom	3.0
Increase demand in oversea routes	4.0
Internet services allow on-line booking for domestic and international flight	2.0
Environmental Stability position (SP)	
Less-developed countries experiencing high inflation and political instability	-2.0
Control terrorism attack in all major destination	-1.0
Fuel price increase to about USD100 a barrel	-4.0
Competitive Advantage /position (CP)	
Established brand name globally	-2.0
Fast on-line and advance booking, reduce queue and hustle	-4.0
Kuala Lumpur preferred gateway into Malaysia and South-East Asia Region.	-3.0

- (a) Develop a Strength, Weaknesses, Opportunities and Threat (SWOT) matrix for AIRASIA with **TWO (2)** items in each quadrant based on the information in Table Q2. (5 marks)
- (b) Calculate the position of x-axis and y-axis and draw a directional vector from the origin through an intersection point using the Strategic Position and Action Evaluation (SPACE) Matrix. (5 marks)

- (c). Discuss AIRASIA overall strategic position as in Q2 with **TWO (2)** relevant strategies. (10 marks)

Q3 The success of strategic implementation process requires various management actions including developing a good policy, allocating resources, managing conflict and matching organizational structure with strategy.

- (a) Define what is policy and its level. (5 marks)
- (b) Discuss **THREE (3)** reasons why policies become important instruments for strategic implementation. (10 marks)
- (c) Explain the best organizational structure to support its strategy if a biscuit company is planning to produce other types food products. (5 marks)

Q4 Assuming that Ahmad is the owner of a tourism company in Kuala Lumpur and he just set-up a new subsidiary in Kota Kinabalu, Sabah. In order to ensure the success of the company he has developed human resource, production and marketing planning.

- (a) Discuss **THREE (3)** benefits that Ahmad can get he has decided to employ diverse types of workers. (10 marks)
- (b) Explain **TWO (2)** variables that he needs to consider for marketing segmentation of his new business in Kota Kinabalu. (5 marks)
- (c) Explain **TWO (2)** factors that he need to study if he plan to built a new resort in Kota Kinabalu. (5 marks)

- Q5 (a) Explain **TWO (2)** limitations of financial budget in strategy implementation. (5 marks)
- (b) Differentiate **TWO (2)** approaches for determining the worth of a business. (5 marks)
- (c) Discuss **THREE (3)** major Research and Development (R&D) approaches to implementing strategies. (10 marks)
- Q6 Strategy formulation and implementation become obsolete as the external and internal organization environments change. Therefore, organization needs to review, evaluate, and control the execution of any strategies.
- (a) Explain the **THREE (3)** basic activities in strategy evaluation. (6 marks)
- (b) Discuss Richard Rumelt's Evaluation Strategies when evaluating a strategy. (10 marks)
- (c) Classify **TWO (2)** basic requirements for strategy evaluation to be effective. (4 marks)

END OF QUESTION PAPER

MICROSOFT CORPORATION

Throughout the history of the computing industry, we have seen long stretches of steady incremental improvement, punctuated by waves of intense transformation and change. Our mission is to enable people and businesses throughout the world to realize their full potential. Since the company was founded in 1975, we have worked to achieve this mission by creating technology that transforms the way people work, play, and communicate. We develop and market software, services, hardware, and solutions that we believe deliver new opportunities, greater convenience, and enhanced value to people's lives. We do business throughout the world and have offices in more than 100 countries.

We generate revenue by developing, manufacturing, licensing, and supporting a wide range of software products and services for many different types of computing devices. Our software products and services include operating systems for personal computers, servers, and intelligent devices; server applications for distributed computing environments; information worker productivity applications; business solutions applications; high-performance computing applications; software development tools; and video games. We provide consulting and product and solution support services, and we train and certify computer system integrators and developers. We also design and sell hardware including the Xbox 360 gaming and entertainment console and accessories, the Zune digital music and entertainment device and accessories, and Microsoft personal computer ("PC") hardware products. In addition to selling individual products and services, we offer suites of products and services, including those discussed below and the enterprise client access license ("eCAL") suite, which licenses access to Microsoft server software products.

We earn revenues from customers paying a fee to license software; that will continue to be an important part of our business, even as we develop and deliver "cloud-based" computing services. Cloud-based computing involves providing software, services and content over the Internet by way of shared computing resources located in centralized data centers. Consumers and business customers access these resources from a variety of devices. Revenues are earned primarily from usage fees and advertising.

Microsoft's "software plus services" vision reflects our belief that what is most powerful for end users is a computing or communication device running sophisticated software, interacting with cloud-based resources. Examples of consumer-oriented cloud-based computing services we offer currently include:

- Bing, our Internet search service;
- Windows Live Essentials suite, which allows users to upload and organize photos, make movies, communicate via email and messaging and enhance online safety; and
- Xbox LIVE service, which enables online gaming, social networking, and content access.

Our current cloud-based services for business users include:

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- Microsoft Office Web Apps, which are the online companions to Microsoft Word, Excel, PowerPoint, and OneNote;
- our Business Productivity Online Suite, offering communications and collaboration solutions with high availability and simplified enterprise IT management;
- Microsoft Dynamics Online family of customer relationship management (“CRM”) and enterprise resources planning services; and
- our Azure family of services, including a scalable operating system with compute, storage, hosting and management capabilities, a relational database, and a platform that helps developers connect applications and services in the cloud or on premise.

We also conduct research and develop advanced technologies for future software products and services. We believe that delivering breakthrough innovation and high-value solutions through our integrated software platform is the key to meeting our customers’ needs and to our future growth. We believe that we will continue to lay the foundation for long-term growth by delivering new products and services, creating new opportunities for partners, improving customer satisfaction, and improving our internal processes. Our focus is to build on this foundation through ongoing innovation in our integrated software platforms; by delivering compelling value propositions to customers; by responding effectively to customer and partner needs; and by continuing to emphasize the importance of product excellence, business efficacy, and accountability.

To serve the needs of customers around the world and to improve the quality and usability of products in international markets, we localize many of our products to reflect local languages and conventions. Localizing a product may require modifying the user interface, altering dialog boxes, and translating text.

Our operational centers support all operations in their regions, including customer contract and order processing, credit and collections, information processing, and vendor management and logistics. The regional center in Ireland supports the European, Middle Eastern, and African region; the center in Singapore supports the Japan, Greater China and Asia-Pacific region; and the centers in Fargo, North Dakota, Fort Lauderdale, Florida, Puerto Rico, Redmond, Washington, and Reno, Nevada support Latin America and North America. In addition to the operational centers, we also operate data centers throughout the United States and in Europe.