

FACULTY OF BUSINESS

FINAL EXAMINATION

Student ID (in Figures) :

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Student ID (in Words) : _____

Course Code & Name : **MGT5123 STRATEGIC MANAGEMENT AND DEVELOPMENT:
INTERNATIONAL BUSINESS AND CORPORATE STRATEGY**
Semester & Year : January - April 2024
Lecturer/Examiner : Assoc Professor Dr. Akram Al-Khaled
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of one part:

PART A (100 marks) : Answer only FIVE (5) essay questions out of 6 questions given. Answers are to be written in the Answer Booklet provided.

2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

PART A : ESSAY QUESTIONS (100 MARKS)
INSTRUCTION(S) : Answer **ONLY FIVE (5)** questions. Answers are to be written in the Answer Booklet(s) provided.

Question 1

Expanding a business internationally is a bold move that can take a company to new heights. Nonetheless, it is also a risky investment that can drain time and resources. Several factors must be considered, and multinational corporations (MNC). must develop a sound strategy to ensure their effort pays off.

Critically debate **FIVE (5)** challenges of global business expansion for multinational corporations (MNC).

(20 marks)

Question 2

Uniqlo Japan is all about the philosophy of simplicity and essentiality, which is correctly reflected through its brand marketing and communication strategy. It is quite impressive how the brand has transformed it from a men's tailoring shop to one of the best global fast-selling retail brands. One of the critical secrets behind its growth is its ability to fulfil its promises.

Source: Adapted and modified from Martin Roll (2021) Martin Roll: Business and brand leadership, Retrieved on 2 February 2024, from <https://martinroll.com/resources/articles/strategy/uniqlo-the-strategy-behind-the-global-japanese-fast-fashion-retail-brand/>.

Determine **FIVE (5)** strategic risks that Uniqlo may face when it ventures into e-business activities.

(20 marks)

Question 3

In the context of increasing volatility in international trade relations, marked by escalating tariff barriers and trade wars, multinational corporations (MNCs) encounter significant challenges in navigating the global marketplace. These developments can abruptly change the cost structures and competitiveness of companies, forcing them to reassess their international strategies.

Examine **FIVE (5)** strategic options available to MNCs for mitigating risks associated with these trade disruptions.

(20 marks)

Question 4

Sun Tzu's Art of War quoted that "All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved." This statement implies that tactics without strategy will cause failure in the delivery of outcome.

Evaluate **FIVE (5)** tactical errors that may be often observed by unsuccessful organizations when implementing strategies.

(20 marks)

Question 5

Firms with core competencies in research and development, manufacturing, or marketing would require more control over their foreign operations to ensure that their competencies are properly utilized. Conversely, firms that outsource these functions to third parties would require less control.

Analyze how the need for control over the foreign operations varies with firm's strategies and core competencies.

(20 marks)

Question 6

Innovation plays a pivotal role in strategic management by enabling organizations to adapt to changing environments, capture new opportunities, and maintain competitive advantages.

Elaborate the **FIVE (5)** roles of innovation in strategic management. Provide the relevant real-world examples of companies that have successfully used innovation as a core component of their strategy.

(20 marks)

END OF EXAM PAPER