



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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

Student ID (in Words) :

Subject Code & Name : **MBA 5304 STRATEGIC MANAGEMENT AND DEVELOPMENT:
INTERNATIONAL BUSINESS & CORPORATE STRATEGY**

Semester & Year : January - April 2017

Lecturer/Examiner : Dr Bernard Lew Shian Loong

Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

- This question paper consists of 1 part:
PART A : Answer all **FOUR (4)** essay questions. Answers are to be written in the **Answer Booklet provided.**
(100 marks)
- Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
- 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.
- 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 of Hospitality 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 of Hospitality.

Total Number of pages = 3 (Including the cover page)

PART A : ESSAY QUESTIONS (100 MARKS)

INSTRUCTION(S) : Answer all FOUR (4) essay questions. Answers are to be written in the Answer Booklet provided.

Question 1

"Know thy self, know thy enemy. A thousand battles, a thousand victories. The supreme art of war is to subdue the enemy without fighting"- Sun Tzu.

If a clear strategic intent helps to ensure the success of a strategy then:

a) Reconstruct **TWO (2) examples** of failed strategies that can be linked to poor strategic leadership.

[10 marks]

b) Evaluate **THREE (3)** limitations of scenario planning.

[15 marks]

[Total 25 marks]

Question 2

"The only way to beat the competition is to stop trying to beat the competition"- Kim & Mouborgne.

Assess the challenges faced by businesses in trying to achieving differentiation by reducing price, while at the same time, enhancing value. In your assessment:

a) Define value innovation. [5 marks]

b) Compare and contrast zero-sum strategy with value innovation. [15 marks]

c) Recommend **TWO (2)** key areas for differentiation. [5 marks]

[Total 25 marks]

Question 3

"Almost always, great new ideas don't emerge from within a single person or function, but at the intersection of functions or people that have never met before." - Clayton Christensen.

a) Formulate **TWO (2)** problems related to "buying" innovation instead "making-it-yourself".

[10 marks]

b) Open innovation networks may fail in an international context. Assess **TWO (2)** which you are familiar with.

[15 marks]

[Total 25 marks]

Question 4

"Things always become obvious after the fact" - Nassim Nicholas Taleb

a) Black Swan events have caught both people and businesses by surprise. Reconstruct **TWO (2)** global cases of Black Swan events that have generated risks for businesses.

[10 marks]

b) The "new normal" assumes that the rate of acceleration in technology adoption is going to persist. Explain why, this may not hold true, for humans interfacing with new technology.

[15 marks]

[Total 25 marks]

END OF PART A