



## FACULTY OF BUSINESS

### FINAL EXAMINATION

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Course Code & Name : **MGT5123 Strategic Management And Development: International Business And Corporate Strategy**  
 Semester & Year : September – December 2020  
 Lecturer/Examiner : Associate Professor Dr Cheok Mui Yee  
 Duration : 3 Hours

### INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 1 part:  
     **PART A (100 Marks) : Answer ALL Essay questions. Answers are to be written in the Answer Booklet provided.**
2. Candidates are not allowed to bring any unauthorised 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.

**Total Number of pages = 2 (Including the cover page)**

**Question 1**

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 failure in the delivery of outcome. Evaluate **FIVE (5)** tactics errors that may be often observed by unsuccessful organisations when implementing strategies.

(20 marks)

**Question 2**

A feasibility study assesses the practicability of a specific project within a specific context and in regard to specific set of criteria and factors to be chosen. It helps organizations to decide whether a project shall be started or not, or what parameters have to be changed in order to implement it. Critically assess **FIVE (5)** important feasibility criteria that companies should consider before venturing into a new project.

(20 marks)

**Question 3**

Managing diversity in the workplace has always been a great challenge for successful organisations to create a more productive and healthy heterogeneous environment. Examine **FIVE (5)** substantial approaches on how leaders may manage workplace diversity effectively.

(20 marks)

**Question 4**

Instead of applying traditional growth strategies, evaluate how successful companies, such as Twitter, LinkedIn, Facebook, PayPal and Airbnb achieve their massive growth size using creative and innovative growth strategies. (Hint: illustrate your explanation by companies.)

(20 marks)

**Question 5**

Arby's signature roast beef sandwiches are neither cheaper than other fast-food sandwiches nor standouts in taste. Firms that are stuck in the middle generally perform poorly because they lack a clear market or competitive pricing. Perhaps not surprisingly, parent company Wendy's sold Arby's in 2011. Critically examine how blue ocean strategy may resolve this dilemma.

(20 marks)

**End of Paper**