

**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 2021

Lecturer/Examiner : Associate Professor Dr. Akram Al-Khaled

Duration : 3 Hours

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**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.

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**Question 1**

Corporate Strategy builds on top of business strategy, which is concerned with strategic decision making for an individual business. There are several important components of corporate strategy that leaders of organizations focus on. Assess **FIVE (5)** external forces that affect corporate strategy.

(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 should start or not, or what parameters have to be changed in order to implement it. Devise **FIVE (5)** crucial feasibility criteria that companies should consider before venturing into a new project.

(20 marks)

**Question 3**

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 4**

In rejuvenating Malaysia's private sectors to regain the sustainable competitive advantages, the industry players require to possess certain unique core competencies. Examine **FIVE (5)** features of the desired core competencies.

(20 marks)

### **Question 5**

Arby's signature roast beef sandwiches are neither cheaper than other fast-food sandwiches nor stand out 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 debate how blue ocean strategy may resolve this dilemma.

(20 marks)

### **Question 6**

Evaluate the following statement: "Strategic management assures long-run organizational viability because it is a process of predicting the future based on interpretation of today's trends and signs, which helps the organizational leadership select the right direction for stability and growth."

(20 marks)

**END OF EXAM PAPER**