

SULIT



**BAHAGIAN PEPERIKSAAN DAN PENILAIAN
JABATAN PENDIDIKAN POLITEKNIK
KEMENTERIAN PENDIDIKAN TINGGI**

JABATAN PERDAGANGAN

PEPERIKSAAN AKHIR

SESI JUN 2017

APB7023 : STRATEGIC MANAGEMENT

TARIKH : 23 OKTOBER 2017

MASA : 11.15 PAGI – 1.15 PETANG (2 JAM)

Kertas ini mengandungi **LIMA (5)** halaman bercetak.
Soalan Esei (4 Soalan)

Dokumen sokongan yang disertakan : Tiada

JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIARAHKAN

(CLO yang tertera hanya sebagai rujukan)

SULIT

ESSAY (100 marks)**INSTRUCTION:**

This section consists of **FOUR (4)** essay questions. Answer **ALL** questions

QUESTION 1

CLO 1
C1

- (a) Explain **4 (FOUR)** major benefits of strategic management, as stated by Greenley.

[10 marks]

CLO 1
C3

- (b) What are the pitfalls in strategic planning that management in an organization should watch out for or avoid? Identify any **4(FOUR)** pitfalls.

[10 marks]

CLO 1
C4

- (c) Identify the **5 (FIVE)** basic functions of management.

[5 marks]

QUESTION 2

CLO 1
C2

- (a) Briefly describe **4 (FOUR)** types of strategies which are not managed by objectives.

[8 marks]

CLO 1
C3

- (b) Define and give an example of **3 (THREE)** intensive strategies

[9 marks]

CLO 1
C5

- (c) What are **4 (FOUR)** differences between strategy formulation and strategy implementation?

[8 marks]

QUESTION 3

CLO 1
C3

- (a) Explain 2 (TWO) major external forces that affect an organizations. Give example to each explanation.

[10 marks]

CLO 1
C3

- (b) Explain briefly the following key sources of external information.
- (i) Behave according to unpublished sources
 - (ii) Behave according to published sources

[5 marks]

CLO 1
C3

- (c) Describe the following basic functions that make up management, marketing, accounting, operation, research and development, and management information systems of an organization
- (i) staffing function
 - (ii) controlling function

[10 marks]

QUESTION 4

CLO 2
C4

- (a) Explain the true picture of what is happening in MAS based on the article below for its effective strategy evaluation.

Following the catastrophic losses of flights MH370 over the Indian Ocean and MH17 over Ukraine, Malaysia Airlines (MAS) has received a bailout of nearly £1.2 billion from the Malaysian government. The airline is to be delisted from the stock exchange and taken over entirely by Khazanah, the government's investment arm. As part of the restructuring, 6,000 jobs – or 30% of the workforce – will be axed, along with yet-to-be-announced cuts to unprofitable routes and the appointment of a new chief executive.

With yet another attempt at reform, MAS employees themselves joke about that same circus with different clowns. And Khazanah is almost wishful about the promised overhaul, as if this has to be believed to be seen. The government has insisted that the cash injection is not a bailout, but an "investment" to turn MAS around for a possible re-listing in the future. Call it what you may, but the airline has been burning cash and receiving intravenous drips for years amounting to billions of pounds, and was already teetering before the twin disasters.

[10 marks]

- (b) Answer the following questions based on the article below:

MAS once flew to Buenos Aires via Johannesburg and New York via Stockholm. It is doubtful if such prestige routes were launched on the basis of hard-nosed profitability assessments. These loss-making flights have since been dropped. As part of the new reforms, there are indications that marquee routes such as Paris and Amsterdam may have to be reduced or axed as well, along with Istanbul and Dubai. Profits have been hammered by brutal competition with the deep-pocketed Gulf carriers that have better networks and products.

MAS will henceforth concentrate on regional routes, says Khazanah. Presumably, that means a focus on China, Japan, India, Australia and south-east Asia. But that brings the airline into head-long competition with regional specialists AirAsia and AirAsia X, who fly not just backpackers but increasingly also businessmen. Without a culture of keeping both eyes on costs, this is a fight MAS cannot win. There can only be one outcome: it will have to discount heavily to fill seats, and this will damage yields and profits severely. A check with online-travel sites already shows up MAS fares as among the cheapest on many itineraries, yet it is struggling to attract passengers due to the lingering effects of MH370 and MH17.

Those fears will pass soon enough. But the structural problems will not. These will take years for senior management to fix, requiring the most uncompromising professionalism in staying abreast of the competition, managing costs and the unions, as well as resisting political interference. No doubt the process will be painful. This may well be the last chance, and the promised changes will have to be seen to be believed.

CLO 2
C1

- (i) List the problems faced by MAS.

[5 marks]

CLO 2
C4

- (ii) Explain the strategies to be taken by the airliner based on its operational issues.

[10 marks]

- END OF QUESTION-