

UNIVERSITI SAINS MALAYSIA

**Kursus Semasa Cuti Panjang
Sidang 1994/95**

Jun 1995

AGW608 - CORPORATE STRATEGY

Masa: [3 jam]

INSTRUCTION

Please make sure that this examination paper consists of **TWO (2)** printed pages before you begin.

Answer **FIVE** questions only.

Question 1

From your recollection of current events (events you may have read about in newspapers or magazines or have heard about on television or radio), identify and analyse the industry forces for an automobile company of your choice.

[20 marks]

Question 2

What kind of internal factors help determine whether a firm should emphasise the production and sales of a large number of low-priced products or a small number of high-priced products?

[20 marks]

Question 3

(a) Discuss fully the differences between an international enterprise, a multinational organisation and a global firm.

[10 marks]

(b) In developing a strategy in the world market place, what specific factors should be included to assess a country's attractiveness?

[10 marks]

...2/-

Question 4

Write notes on the following with respect to the strategy process:

- (a) leadership
- (b) policies
- (c) control
- (d) culture
- (e) structure

[20 marks]

Question 5

"One of the unarticulated reasons for the growth of strategic alliances in companies avoiding getting bigger. Forming an alliance rather than merging or making an acquisition means that you gain added muscle without getting any bigger" (John Naisbitt, 1994, p.15). Discuss strategic alliance as a strategic choice and comment the preceding statement.

[20 marks]

Question 6

Identify a particular type of business that you might wish to start, assuming that you have the necessary financial resources. Furthermore, assume that after some period of time during which the business is successful, you wish to adopt a growth strategy for your company. Explain how your firm might expand through each of the following strategies: internal growth, merger, horizontal integration, horizontal related acquisition and horizontal unrelated acquisition.

[20 marks]

Question 7

- (a) How does the implementation of strategy in not-for-profit organisations differ from that in businesses?
[12 marks]
- (b) From a strategic perspective, what are the difficulties of managing professional employees? Volunteer employees?
[8 marks]