



Final Examination  
2018/2019 Academic Session

June 2019

**JTW503E – Strategic Management  
(Pengurusan Strategik)**

Duration : 3 hours  
(Masa : 3 jam)

Please check that this examination paper consists **SIX (6)** pages of printed material before you begin the examination.

*[Sila pastikan bahawa kertas peperiksaan ini mengandungi **ENAM (6)** muka surat yang bercetak sebelum anda memulakan peperiksaan.]*

**Instructions** : Answer **THREE (3)** questions. **Section A** is **COMPULSORY**. Answer **TWO (2)** questions from **Section B**. You can answer either in Bahasa Malaysia or English.

**[Arahan** : Jawab **TIGA (3)** soalan. **Bahagian A WAJIB** dijawab. Jawab **DUA (2)** soalan daripada **Bahagian B**. Anda boleh menjawab sama ada dalam Bahasa Malaysia atau Bahasa Inggeris.]

In the event of any discrepancies in the exam questions, the English version shall be used.

*[Sekiranya terdapat sebarang percanggahan pada soalan peperiksaan, versi Bahasa Inggeris hendaklah diguna pakai.]*

The mark for each section is stated accordingly.

*[Markah bagi setiap bahagian adalah seperti yang tercatat.]*

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**SECTION A: (COMPULSORY) [40 marks]****Please read the following case study.*****BAHAGIAN A: (WAJIB) [40 markah]******Sila baca kajian kes di bawah.*****CASE STUDY:*****[KAJIAN KES]:***

Edward Marshall Boehm, Inc.

Edward Marshall Boehm - a farmer, veterinarian, and nature lover living near New York City - was convinced by his wife and friends to translate some of his clay animal sculptures into pieces for possible sale to the gift and art markets. Boehm recognized that porcelain was the best medium for portraying his creations because of its translucent beauty, permanence, and fidelity of color as well as form. But the finest of the porcelains, hard paste porcelain, was largely a secret art about which little technical literature existed. Boehm studied this art relentlessly, absorbing whatever knowledge artbooks, museums, and the few U.S. ceramic factories offered. Then, after months of experimentation in a dingy Trenton, New Jersey, basement, Boehm and some chemist friends developed a porcelain clay equal to the finest in the world.

Next Boehm had to master the complex art of porcelain manufacture. Each piece of porcelain sculpture is a technical as well as artistic challenge. A 52-step process is required to convert a plasticine sculpture into a completed porcelain piece. For example, one major creation took 509 mold sections to make 151 parts, and consumed 8 tons of plaster in the molds. Sculptural detail included 60,000 individually carved feather barbs. Each creation had to be kiln-fired to 2400 degree where heat could change a graceful detail into a twisted mass. Then it had to be painted, often in successive layers, and perhaps fired repeatedly to anneal delicate colors. No American had excelled in hard paste porcelains. And when Boehm's creations first appeared, no one understood the quality of the porcelain or even believed it was hard paste porcelain.

But Boehm began to create in porcelain what he knew and loved best—nature, particularly the more delicate forms of animals, birds, and flowers. In his art Boehm tried “to capture that special moment and setting which conveys the character, charm, and loveliness of a bird or animal in its natural habitat.” After selling his early creations for several years during her lunch hours, his talented wife, Helen left an outstanding ophthalmic marketing career to “peddle” Boehm's porcelains full time. Soon Mrs. Boehm's extraordinary merchandising skills, promotional touch, and sense for the art market began to pay off. People liked Boehm's horses and dogs, but bought his birds. And Boehm agreeably complied, striving for ever greater perfection on ever more exotic and natural bird creations.

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By 1968 some Boehm porcelains (especially birds) had become recognized as collector's items. An extremely complex piece like "Fondo Marino" might sell for \$28,500 at retail, and might command much more upon resale. Edward Marshall Boehm, then 55 - though flattered by his products' commercial success—considered his art primarily an expression of his love for nature. He felt the ornithological importance of portraying vanishing species like U.S. prairie chickens with fidelity and traveled to remote areas to bring back live samples of rare tropical birds for study and later rendering into porcelain. A single company, Minton China, was the exclusive distributor of Boehm products to some 175 retail outlets in the United States. Boehm's line included (1) its "Fledgling" series of smaller, somewhat simpler pieces, usually selling for less than \$100, (2) its profitable middle series of complex sculptures like the "Snowy Owl" selling from \$800 to \$5,000, and (3) its special artistic pieces (like "Fondo Marino" or "Ivory Billed Woodpeckers") which might sell initially for over \$20,000. Individual Boehm porcelains were increasingly being recognized as outstanding artistic creations and sought by some sophisticated collectors. Production of such designs might be sold out for years in advance, but it was difficult to anticipate which pieces might achieve this distinction. Many of the company's past policies no longer seemed appropriate. And the Boehms wanted to further position the company for the long run. When asked what they wanted from the company, they would respond, "to make the world aware of Mr. Boehm's artistic talent, to help world wildlife causes by creating appreciation and protection for threatened species, and to build a continuing business that could make them comfortably wealthy, perhaps millionaires." No one goal had great precedence over the others.

(By H. Mintzberg and J.B. Quinn, *The Strategy Process*, Prentice Hall, New York, 1996)

**QUESTION 1: COMPULSORY (40 marks)**

- (a). What should the strategy of Edward Marshall Boehm be?  
(10 marks)
- (b). Is there a certain sequence of actions that would be best to take when developing these strategies?  
(20 marks)
- (c). What roles do goals, and specific policies, rules and limits to decision-making, play in establishing strategy?  
(10 marks)

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**SOALAN 1: WAJIB (40 markah)**

- (a). *Apakah strategi yang sepatutnya digunakan oleh Edward Marshall Boehm?*  
(10 markah)
- (b). *Adakah terdapat turutan tindakan tertentu yang terbaik bagi membangunkan strategi ini?*  
(20 markah)
- (c). *Apakah peranan matlamat, polisi khusus, peraturan dan had kepada pembuatan keputusan dalam membentuk strategi ini?*  
(10 markah)

**SECTION B : [60 marks] Answer TWO (2) questions.**

**BAHAGIAN B : [60 markah] Jawab DUA (2) soalan.**

**QUESTION 2 (30 marks)**

- (a). Briefly discuss the **THREE (3)** interdependent activities that are critical for effective leadership.  
(10 marks)
- (b). Discuss all the bases of a leader's power.  
(10 marks)
- (c). What is the difference between "top-down" and "bottom-up" approaches to empowerment? Discuss how these differences impact the effectiveness of empowerment efforts.  
(10 marks)

**SOALAN 2 (30 markah)**

- (a). *Bincangkan dengan ringkas **TIGA (3)** aktiviti kritikal yang saling bergantung untuk kepimpinan yang efektif.*  
(10 markah)
- (b). *Bincangkan semua asas kepada kuasa seorang pemimpin.*  
(10 markah)

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- (c). *Apakah perbezaan antara pendekatan “atas-bawah” dan “bawah-atas” bagi pemerkasaan? Bincangkan bagaimana perbezaan ini memberi kesan kepada usaha pemerkasaan yang efektif.*

(10 markah)

**QUESTION 3 (30 marks)**

- (a). How do organizational structures changes as organization grow and mature? What are the dominant patterns of growth?

(15 marks)

- (b). Describe the attributes of a simple organizational structure. What are the advantages and disadvantages associated with using the simple organizational form?

(15 marks)

**SOALAN 3 (30 markah)**

- (a). *Bagaimanakah struktur organisasi berubah apabila organisasi berkembang dan matang? Apakah corak perkembangan yang dominan?*

(15 markah)

- (b). *Huraikan ciri struktur organisasi yang mudah dengan merujuk kepada kelebihan dan kekurangan penggunaan bentuk struktur tersebut?*

(15 markah)

**QUESTION 4 (30 marks)**

- (a). What is a product champion and why are they important to corporate entrepreneurship?

(10 marks)

- (b). What are the differences between product and process innovation? What are the strategic implications of each approach to innovation?

(10 marks)

- (c). Compare and contrast the concepts of focused versus dispersed approaches to corporate entrepreneurship. Provide examples of each approach.

(10 marks)

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**SOALAN 4 (30 markah)**

(a). *Apakah “jaguh produk” dan mengapa ianya penting untuk keusahawanan korporat?*

*(10 markah)*

(b). *Apakah perbezaan antara inovasi barangan dan proses? Apakah implikasi strategik bagi setiap pendekatan inovasi?*

*(10 markah)*

(c). *Bandingkan dan bezakan konsep terfokus dan konsep tersebar kepada keusahawanan korporat. Berikan contoh untuk setiap pendekatan.*

*(10 markah)*

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