



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
MARCH 2024 SEMESTER**

COURSE CODE	: EAB40603
COURSE NAME	: STRATEGIC POLICY MANAGEMENT
PROGRAMME NAME	: BACHELOR IN ACCOUNTING (HONS)
DATE	: 11 JULY 2024
TIME	: 9.00 AM – 12.00 PM
DURATION	: 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please **CAREFULLY** read the instructions given in the question paper.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of **TWO (2) Sections**. **Section A** and **Section B**.
4. Answer **ALL** questions in **Section A** and **Section B**.
5. Please write your answers on the answer booklet provided.
6. All questions must be answered in **English** (any other language is not allowed).
7. This question paper must not be removed from the examination hall.

THERE ARE FIVE (5) PAGES OF QUESTIONS, INCLUDING THIS PAGE.

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SECTION A (Total: 40 marks)

INSTRUCTION: Answer ALL questions.

Question 1

Explain the strategic planning process in an organization. What are the key stages involved, and why is each stage important for the success of the strategy?.

(10 marks)

Question 2

What is PESTLE analysis, and how does it help organizations in strategic planning? Provide examples of factors considered under each element of PESTLE.

(10 marks)

Question 3

Describe the SWOT analysis and its role in strategic management. How can organizations use SWOT analysis to formulate effective strategies?

(10 marks)

Question 4

Explain Porter's Five Forces model and its significance in analysing an industry's competitive environment. Provide a brief analysis of one of the forces using a real-world example

(10 marks)

SECTION B (Total: 60 marks)

INSTRUCTION: Answer ALL questions.

CASE STUDY : DIGITECH SOLUTIONS

Introduction: DigiTech Solutions, a prominent player in the global technology industry, has been a pioneer in providing innovative software and hardware solutions. Founded in 2005, the company quickly rose to prominence with its suite of productivity software and advanced computing devices. However, the rapid pace of technological change in recent years has presented both opportunities and challenges for DigiTech Solutions. As the industry evolves, the company must adapt its strategies to stay competitive and meet the changing needs of its customers.

Background: Over the past decade, DigiTech Solutions has diversified its product portfolio to include cloud computing services, artificial intelligence (AI) applications, and Internet of Things (IoT) devices. The company has a strong reputation for quality and innovation, but the accelerating pace of technological advancements has created a highly competitive environment. Emerging technologies such as quantum computing, blockchain, and 5G connectivity are reshaping the industry landscape.

To address these challenges, DigiTech Solutions has undertaken several strategic initiatives. These include investing in cutting-edge research and development (R&D), forming strategic partnerships, and implementing a digital transformation strategy. The company's leadership team, led by CEO Mark Spencer, is focused on leveraging these initiatives to drive growth and maintain a competitive edge.

Challenges:

1. Rapid Technological Advancements:

- The tech industry is characterized by fast-paced innovation. Technologies that are cutting-edge today may become obsolete tomorrow. DigiTech Solutions must continuously innovate to keep up with technological advancements and ensure its products remain relevant.

2. Increased Competition:

- The entry of new competitors, particularly in the AI and cloud computing sectors, has intensified the competitive landscape. Companies with innovative solutions and disruptive technologies pose a significant threat to DigiTech Solutions' market share.
3. Cybersecurity Threats:
- As DigiTech Solutions expands its digital offerings, the risk of cyberattacks increases. Protecting customer data and maintaining robust security measures are critical for sustaining customer trust and regulatory compliance.
4. Customer Expectations:
- Customers are becoming more demanding, expecting seamless integration, high performance, and continuous updates. Meeting these expectations requires agility and a deep understanding of customer needs.

Strategic Initiatives:

1. Investment in R&D:
- DigiTech Solutions has significantly increased its R&D budget to explore emerging technologies such as quantum computing and blockchain. By fostering a culture of innovation, the company aims to develop groundbreaking products that set it apart from competitors.
2. Strategic Partnerships:
- The company has formed alliances with leading tech firms and research institutions to enhance its technological capabilities. These partnerships provide access to new technologies, expertise, and markets.
3. Digital Transformation:
- DigiTech Solutions is undergoing a comprehensive digital transformation to streamline its operations, improve customer engagement, and enhance product development processes. This includes adopting advanced data analytics, automating routine tasks, and implementing agile methodologies.

Questions:

5. Discuss the strategies DigiTech Solutions can employ to manage rapid technological advancements. How can the company ensure continuous innovation and avoid technological obsolescence? Provide examples of specific actions and initiatives that support your analysis.

(20 marks)

6. Evaluate the role of strategic partnerships in DigiTech Solutions' growth strategy. How do these partnerships enhance the company's technological capabilities and market reach? Provide examples of potential partners and the benefits they could bring to DigiTech Solutions.

(20 marks)

7. Analyse DigiTech Solutions' digital transformation strategy. What are the key components of this strategy, and how do they contribute to improved operational efficiency and customer engagement? Discuss the challenges the company might face during this transformation and suggest possible solutions.

(20 marks)