CONFIDENTIAL

UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
OCTOBER 2024 SEMESTER

COURSE CODE	:	EAB40603
COURSE NAME	:	STRATEGIC POLICY MANAGEMENT
PROGRAMME NAME	:	BACHELOR IN ACCOUNTING (HONS)
DATE	:	14 FEBRUARY 2025
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 from **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 SIX (6) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

INSTRUCTIONS: Answer ALL questions.
Please use the answer booklet provided.

Question 1

Explain the concept of SWOT analysis and how it contributes to the strategic management process. Provide examples of each component (Strengths, Weaknesses, Opportunities, and Threats) within a business context.

(10 marks)

Question 2

Compare and contrast the concepts of differentiation and cost leadership as strategic approaches. Illustrate with real-world examples how organizations have successfully implemented each strategy to gain a competitive advantage.

(10 marks)

Question 3

Evaluate the role of corporate governance in strategic management. Discuss how effective corporate governance practices can impact an organization's strategy formulation and implementation. Provide examples to support your analysis.

(10 marks)

Question 4

Analyse the challenges and opportunities associated with global expansion for a multinational corporation. Discuss how cultural, political, and economic factors may influence the development and execution of a global strategic plan.

(10 marks)

SECTION B (Total: 60 marks)

INSTRUCTIONS: Answer ALL questions.
Please use the answer booklet provided.

A Case Study on TechXpress

Introduction:

In the highly competitive landscape of the technology retail sector, TechXpress emerged as a prominent player facing challenges that are intrinsic to the industry, including aggressive price wars, rapid product obsolescence, and an oversaturated market. To redefine its market position and address the evolving needs of tech-savvy consumers, TechXpress undertook the implementation of a Blue Ocean Strategy.

Case Background:

TechXpress, a leading technology retail company, recognized the need for a strategic shift to navigate industry challenges. These challenges included intense competition, short product life cycles, and a consumer base increasingly concerned about sustainability and technology literacy. In response, TechXpress decided to leverage the principles of Blue Ocean Strategy to create uncontested market space and differentiate itself from competitors.

1. Value Innovation (Blue Ocean) Creation: In pursuit of value innovation, TechXpress strategically redefined its approach to customer engagement, product offerings, and market positioning.

- **Innovative In-Store Experience:**
    - TechXpress revamped its physical retail spaces, transforming them into immersive and interactive environments. The goal was to provide customers with a hands-on experience, allowing them to explore and interact with the latest technologies in an engaging manner.
    - The company invested in cutting-edge display technologies, such as augmented reality (AR) and virtual reality (VR), to showcase products in a way that went beyond traditional retail setups.
- **Sustainable Product Life Cycles:**
    - Embracing environmental sustainability, TechXpress extended the life cycle of its products by promoting repairability, upgradability, and recycling initiatives.

    - The company actively collaborated with manufacturers to design products with reduced environmental impact, making strides toward a circular economy model within the technology retail sector.

- **Tech Education Hub:**
    - Recognizing the increasing importance of tech literacy, TechXpress positioned itself as a tech education hub. The company initiated educational workshops, seminars, and tutorials to empower customers with the knowledge and skills needed to make informed technology choices.
    - Partnerships with educational institutions and industry experts enhanced the credibility of TechXpress as a go-to destination for tech education.

2. Execution and Implementation: The execution of TechXpress's Blue Ocean Strategy involved overcoming several challenges and required strategic decisions in various areas.

- **Customer Perception Shift:**
    - To address the challenge of shifting customer perceptions from a transactional retail model to an experiential one, TechXpress launched extensive marketing campaigns. These campaigns highlighted the value of the new in-store experience, emphasizing the unique opportunities for customer exploration and learning.
- **Tech Education Programs:**
    - Implementing comprehensive tech education programs necessitated the recruitment of skilled educators and the establishment of partnerships with tech companies and educational institutions. TechXpress successfully navigated this challenge through targeted recruitment efforts and collaboration initiatives.
- **Leadership and Organizational Culture:**
    - CEO Sarah Chen played a pivotal role in driving the Blue Ocean Strategy, providing a clear vision and securing the necessary resources. The organizational culture at TechXpress, characterized by innovation and adaptability, facilitated a seamless implementation of the new strategy.
- **Timeline and Milestones:**
    - The timeline of TechXpress's strategy execution spanned several phases, including the redesign of physical stores, the introduction of educational programs, and the expansion of sustainable product lines. Each milestone contributed to the overall transformation of the company's market positioning.

3. Sustainability and Future Outlook: Examining the long-term sustainability of TechXpress's Blue Ocean Strategy reveals a commitment to continuous innovation and strategic partnerships.

- **Continuous Innovation:**
    - To ensure ongoing innovation, TechXpress established a dedicated innovation team tasked with exploring emerging technologies and market trends. Regular product updates, educational offerings, and sustainability initiatives contributed to the company's long-term sustainability.
- **Strategic Partnerships:**
    - TechXpress actively sought partnerships with tech innovators and educational institutions, ensuring a constant influx of fresh ideas and expertise. These collaborations not only enriched the company's offerings but also reinforced its position as a forward-thinking industry player.
- **Competitor Reactions and Market Dynamics:**
    - Competitors in the technology retail industry likely responded to TechXpress's strategy with their own adaptations, reflecting an industry-wide shift toward more sustainable practices and educational offerings.
    - The strategic moves by TechXpress influenced market dynamics by inspiring competitors to diversify their offerings, creating a more educated and environmentally conscious consumer base.

Question 5

(a) Innovative In-Store Experience:

- How did TechXpress redefine its in-store experience to differentiate itself in the technology retail sector?
- What specific technologies or design elements did TechXpress incorporate to make the in-store experience more engaging and interactive?
- In what ways did the revamped in-store experience contribute to changing customer perceptions and behaviors?

(20 marks)

(b) Sustainable Product Life Cycles:

- What initiatives did TechXpress implement to extend the product life cycles and promote sustainability in the technology retail industry?
- How did the company collaborate with manufacturers to design products with reduced environmental impact?
- What challenges and opportunities did TechXpress encounter in promoting sustainability, and how did these initiatives affect the company's overall market positioning?

(20 marks)

(c) Leadership and Organizational Culture:

- How did CEO Sarah Chen contribute to the successful implementation of TechXpress's Blue Ocean Strategy, and what leadership qualities were essential?
- How did the organizational culture at TechXpress foster innovation and adaptability throughout the execution of the strategy?
- In what instances did the leadership team need to make strategic decisions or pivot, and how did these decisions impact the overall success of the Blue Ocean Strategy?

(20 marks)

END OF EXAMINATION PAPER