



UNIVERSITI KUALA LUMPUR BUSINESS SCHOOL

FINAL EXAMINATION

OCTOBER 2025 SEMESTER

COURSE CODE : EAB 40603
COURSE TITLE : STRATEGIC POLICY MANAGEMENT
PROGRAMME NAME : BACHELOR OF ACCOUNTING
TIME / DURATION : 3 HOURS
DATE : 25 JANUARY 2026
09.00AM - 12.00PM

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is 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. All questions must be answered in **English** (any other language is not allowed).

THERE ARE SIX (6) PAGES OF QUESTIONS, INCLUDING THIS PAGE.

SECTION A (TOTAL: 40 marks)

INSTRUCTION: Answer ALL questions

Question 1

Describe the importance of internal analysis in strategic management. How can tools such as value chain analysis and SWOT contribute to identifying competitive strengths?

(10 marks)

Question 2

Select any organisation and analyse which of Porter's Generic Strategies it is using. Justify your answer by referring to the organisation's activities, value proposition, and target market.

(10 marks)

Question 3

Explain the Resource-Based View (RBV) of the firm. How does the VRIO framework help managers determine whether a resource can be a source of sustained competitive advantage?

(10 marks)

Question 4

Discuss three major reasons why organisational strategies fail. Provide real or hypothetical examples to support your arguments.

(10 marks)

SECTION B (Total: 60 marks)**INSTRUCTION: Answer ALL questions****CASE STUDY : MEDITECH**

MediTech Healthcare Group is a Malaysian-based company that provides a wide range of healthcare products and services, including pharmaceutical distribution, private medical clinics, and digital health solutions. Established in 2005, MediTech has grown rapidly by focusing on affordable healthcare for middle-income groups. Its brand promise is "Healthcare that is accessible, affordable, and sustainable for all Malaysians."

Strategic Growth and Positioning

MediTech began as a small pharmaceutical distributor in Selangor but quickly diversified into operating private clinics in major cities and semi-urban areas. By 2024, the company had:

- Over 50 private clinics nationwide, providing general practitioner (GP) services, diagnostics, and preventive care.
- A pharmaceutical distribution network supplying hospitals, pharmacies, and smaller clinics.
- A small but growing digital health platform offering online consultations and basic e-pharmacy services.

MediTech's strength lies in its integrated model — offering both products and services — which gives it cross-selling opportunities and multiple revenue streams.

Competitive Environment

The Malaysian healthcare sector is undergoing rapid transformation:

- Private sector growth: Rising demand for private healthcare among middle-income groups.
- Digital disruption: Online health platforms such as DoctorOnCall, BookDoc, and telemedicine services from hospitals are gaining traction.
- Consumer expectations: Patients expect convenience, affordability, and holistic care, with increasing acceptance of digital health services.

At the same time, global players and regional firms are entering Malaysia's digital healthcare and pharmaceutical supply markets, raising competition for MediTech.

Challenges Faced by MediTech

1. Intense Competition

Local clinics are competing aggressively on price, while large private hospital groups are leveraging brand reputation and technology. International players bring advanced telemedicine platforms, making it harder for MediTech to differentiate.

2. Digital Transformation Gap

MediTech's digital health platform remains underdeveloped, offering only limited teleconsultations and prescription refills. Competitors are already using AI diagnostics, e-pharmacy integrations, and mobile apps with 24/7 services.

3. Regulatory Pressures

The Malaysian government has introduced stricter laws on drug distribution, data privacy, and telemedicine standards. Compliance increases costs and requires investment in IT systems to secure patient data.

4. Supply Chain Vulnerabilities

Global supply chain disruptions — currency fluctuations, logistics delays, and pandemic-related restrictions — have affected MediTech's pharmaceutical division. Over 40% of its drugs are imported, making it highly exposed to international volatility.

5. Changing Demographics

Malaysia's population is aging rapidly. By 2030, 15% of Malaysians will be above 60 years old. This creates demand for geriatric care, chronic disease management, and elderly wellness programs, but MediTech is not yet fully prepared to tap into this market.

Strategic Options Under Consideration

MediTech's board of directors is debating three possible growth strategies:

1. Expand Digital Healthcare Services

- Develop a comprehensive telemedicine app offering AI diagnostics, e-pharmacy delivery, and personalized health dashboards.
- Potential partnerships with tech firms for software development and with logistics firms for medicine delivery.

2. Form Strategic Partnerships

- Collaborate with regional healthcare providers in ASEAN (e.g., clinics in Indonesia, Singapore, or Thailand).
- Joint ventures with pharmaceutical firms to stabilize drug supply and reduce dependency on imports.

3. Invest in Elderly Care Clinics

- Establish specialized clinics catering to senior citizens (geriatric care, physiotherapy, chronic illness monitoring).

- Potential for premium pricing and long-term recurring patients, but requires heavy upfront investment and recruitment of geriatric specialists.

The Strategic Dilemma

MediTech has built its reputation as a reliable, affordable healthcare provider, but it now faces a critical crossroads. Should it double down on digital healthcare, strengthen its regional alliances, or focus on the emerging elderly care market? Each path requires different resources and carries different risks. The choices made today will determine whether MediTech remains a competitive player in Malaysia or is outpaced by more innovative and globalized rivals.

Question 5 – Environmental & Strategic Analysis

Using appropriate strategic management tools (e.g., SWOT, PESTLE, Porter's Five Forces), analyze MediTech's current position.

- Identify its key strengths and weaknesses.
- Outline the main external opportunities and threats.
- From your analysis, highlight at least three strategic issues that MediTech must address to secure its competitive future.

(20 marks)

Question 6 – Evaluation of Strategic Options

MediTech's board is considering three growth paths:

1. Expansion into digital healthcare services (telemedicine app, AI diagnostics, e-pharmacy).
2. Formation of strategic partnerships (regional healthcare alliances, joint ventures in pharmaceutical supply).
3. Investment in elderly care clinics (specialist geriatric services, chronic care facilities).

For each option:

- Explain the potential advantages and risks.
- Evaluate which option(s) MediTech should prioritize over the next five years.
- Justify your recommendation with supporting arguments.
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(20 marks)

Question 7 – Implementation & Long-Term Strategy

Propose a practical implementation plan for your recommended strategy in Question 6. Your answer should include:

- Key steps and phases of execution.
- Resources required (financial, technological, human capital, partnerships).
- Performance indicators (KPIs) to measure progress.
- How MediTech can balance affordability, innovation, regulatory compliance, and demographic needs to ensure long-term sustainability in the Malaysian healthcare sector.

(20 marks)