



UNIVERSITI KUALA LUMPUR
KAMPUS CAWANGAN MALAYSIAN SPANISH INSTITUTE

FINAL EXAMINATION
OCTOBER 2025 SEMESTER

COURSE CODE : SIB35703 (V2)
COURSE TITLE : STRATEGIC MANAGEMENT
PROGRAMME NAME : BACHELOR OF BUSINESS TECHNOLOGY (HONOURS) IN
AUTOMOTIVE MANAGEMENT
DATE : 03 FEBRUARY 2026
TIME : 2:00PM - 5:00PM
DURATION : 3 HOURS

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 consist of TWO sections.
4. Answer ALL questions for Section A.
5. Section B consist of four questions. Answer THREE (3) questions only.
6. Please write your answer on the answer booklet provided.
7. Please answer all questions in English only.
8. Please answer MCQ/EMQ questions using OMR sheet. *Tick if applicable*
9. Refer to the attached Formula/ Appendies. *Tick if applicable*

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

In today's rapidly evolving business landscape, competitive advantage stands as a pivotal differentiator that determines whether a company merely survives or thrives. Analyze the challenges firms encounter while trying to maintain competitive advantage in a rapidly changing market.

(10 marks)

Question 2

Strategy implementation is the act of executing a plan to reach the desired goal or set of goals. The brainstorming process helps formulate these ideas, while the implementation process puts those strategies or plans into action. Clarify what are the key steps involved in implementing a strategy.

(10 marks)

Question 3

All companies need strategies to achieve their goals and be competitive and successful in their markets. Two commonly used approaches are business strategies and corporate strategies. Describe what is business-level strategy and identify how does it differ from corporate-level strategy?

(10 marks)

Question 4

Environmental analysis identifies and evaluates the various external and internal factors that can affect an organisation's performance. Discuss on what are the purpose of conducting an environmental analysis in strategic management.

(10 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

Strategic management enables an organization to have a clear understanding of its mission, its vision for where it wants to be in the future and the values that will guide its actions. Examine what is the strategic management process and analyze its main stages.

(20 marks)

Question 2

A global strategy is a company's blueprint to extend its operations across global markets. This strategic approach goes beyond merely selling products or services worldwide; it encompasses a deliberate, cohesive plan that considers the intricacies of global operations. Examine why companies compete abroad, and point out the benefits and drawbacks of a global strategy

(20 marks)

Question 3

Porter's Five Forces were developed by Harvard business professor Michael Porter who wrote about the strategic analysis model in the *Harvard Business Review* in 1979. Analyze what is the Five Forces Model by Porter, and illustrate on how does it assess industry attractiveness.

(20 marks)

Question 4

Presently, companies are continuously seeking new opportunities for growth and expansion, in the wake of an increasingly globalized and competitive business environment. One of the most effective ways to enter a foreign market is through mergers and acquisitions (M&A). Differentiate between mergers and acquisitions and identify why firms would use either as a vehicle for corporate strategy.

(20 marks)

END OF EXAMINATION PAPER

