UNIVERSITI KUALA LUMPUR
MALAYSIA ITALY DESIGN INSTITUTE

FINAL EXAMINATION

MARCH 2026 SEMESTER

COURSE CODE	:	PNB 40203
COURSE TITLE	:	STRATEGIC MANAGEMENT
PROGRAMME NAME	:	BACHELOR OF TECHNOLOGY MANAGEMENT (HONOURS)
DATE	:	23 JUNE 2026
TIME	:	9:00AM - 11:30AM
DURATION	:	2 HOURS 30 MINUTES

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 ONE sections.
4. Section A consist of five questions. Answer FOUR (4) questions only.
5. Please write your answer on the answer booklet provided.
6. Please answer all questions in English only.
7. Refer to the attached Formula/ Appendies. ☐ *Tick if applicable*

THERE ARE 7 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 100 marks)

Answer FOUR (4) questions.

Please use the answer booklet provided.

Question 1

Please answer the following:

(a) Describe the financial and non-financial benefits to a firm that does the strategic planning.

(10 marks)

(b) Describe the characteristics of a mission statement.

(10 marks)

(c) Tech Gear Solutions is a small Malaysian company producing eco-friendly packaging for food businesses. The company plans to expand into regional markets and attract environmentally conscious customers. However, employees have different ideas about the company's future direction. The Managing Director asks the management team to prepare a clear vision statement to guide long-term growth and decision making. The company wants the vision statement to inspire employees, reflect future aspirations, and create a positive image among customers and business partners in the sustainable packaging industry across Southeast Asia. Based on the scenario, explain the importance of preparing an effective vision statement for Tech Gear Solutions.

(5 marks)

Question 2

Please answer the following:

(a) Describe the five major types of external forces that should be examined as part of an external audit and provide one example for each force.

(10 marks)

(b) Define key internal forces and describe the process of performing the internal audit.

(10 marks)

(c) Fresh Café Sdn. Bhd. has experienced declining sales despite introducing new menu items. The manager believes the problem may be related to weak promotional activities, limited customer engagement, and ineffective pricing strategies. To improve business performance, the company plans to conduct an internal assessment through a marketing audit. The audit will evaluate the café's marketing activities, customer satisfaction, advertising effectiveness, and competitive position to identify weaknesses and opportunities for improvement in the local food service market. Based on the scenario, explain the importance of conducting a marketing audit for Fresh Café Sdn. Bhd.

(5 marks)

Question 3

Please answer the following:

(a) Discuss the Strategy-Formulation Analytical Framework used in strategic management.

(10 marks)

(b) Describe the Internal-External (IE) Matrix and explain its application in strategic management for organizational analysis.

(10 marks)

(c) Tech Eco Electronics Sdn. Bhd. plans to expand its business due to increasing customer demand. The management is considering two strategies: opening new retail outlets or strengthening online sales platforms. Before making a decision, the company evaluates each strategy based on cost, market potential, available resources, and long-term profitability. Managers also assess possible risks and the company's ability to achieve its objectives. The evaluation process helps management identify the most suitable strategy for future business growth and competitiveness. Based on the scenario, explain the importance of the process of evaluating strategies for TechEco Electronics Sdn. Bhd.

(5 marks)

Question 4

Star Light Beverage Sdn. Bhd. is a Malaysian company producing healthy fruit-based drinks for young consumers. The company recently introduced a new low-sugar sparkling juice called "Fresh Spark." Although the product received positive feedback during testing, sales performance has remained below expectations due to intense competition from established beverage brands. Management discovered that customers were confused about the product's identity because advertisements emphasized different messages, including health benefits, premium quality, and affordable pricing at the same time. Retailers also placed the product in different sections of stores, creating inconsistent market perception among customers.

To strengthen competitiveness, Star Light plans to improve its product positioning strategy as part of strategy implementation. The management team decides to apply several rules for effective product positioning. First, the company wants to present a clear and consistent message focusing on healthy and refreshing lifestyles for young adults. Second, managers aim to differentiate Fresh Spark from competitors by emphasizing natural ingredients and reduced sugar content. Third, Star Light plans to avoid unrealistic claims that may damage customer trust and brand reputation. The company also intends to ensure all promotional activities, packaging designs, and distribution channels communicate the same positioning message.

The marketing manager believes that effective product positioning can increase customer awareness, strengthen brand image, and improve sales performance. However, some employees argue that focusing only on health-conscious consumers may limit market opportunities. Others believe the company should position Fresh Spark as a premium product to attract higher-income customers. Management must evaluate different perspectives carefully before implementing the final positioning strategy.

(a) Explain the importance of product positioning for Star Light Beverage Sdn. Bhd.

(10 marks)

(b) Analyze the problems faced by Star Light in implementing its product positioning strategy.

(10 marks)

(c) Evaluate whether Star Light should focus on health-conscious consumers as its primary target market.

(5 marks)

Question 5

Bright Switch Electronics Sdn. Bhd. is a Malaysian company producing smart home appliances for local and international markets. Recently, the company experienced rapid business growth due to increasing customer demand. However, several ethical issues began to emerge within the organization. Employees complained that some supervisors practiced favoritism when assigning overtime opportunities and promotions. In addition, a supplier reported that one purchasing officer requested personal incentives in exchange for approving contracts. These incidents created dissatisfaction among employees and weakened trust between management and staff members.

The Managing Director became concerned that unethical practices could damage the company's reputation and long-term competitiveness. As part of strategic management improvement, Bright Switch decided to strengthen its ethics culture by introducing clear ethical guidelines, conducting ethics training programs, and encouraging transparent communication. Management also introduced a whistleblowing policy that allows employees to report unethical behavior confidentially without fear of punishment. The company emphasized principles of admirable business ethics such as honesty, fairness, integrity, respect, accountability, and compliance with organizational rules and regulations.

To reinforce ethical behavior, managers were instructed to become role models by practicing ethical leadership and treating employees fairly. The company also revised its performance evaluation system to include ethical conduct as an assessment criterion. Bright Switch believed that creating a strong ethics culture could improve employee morale, strengthen teamwork, and enhance public confidence in the organization.

Despite these initiatives, some managers argued that strict ethical controls might slow business operations and reduce flexibility in decision making. Others believed ethical practices would strengthen organizational sustainability and improve stakeholder relationships. The management team must evaluate these differing perspectives carefully to ensure ethical practices support both organizational performance and long-term strategic objectives in the highly competitive electronics industry.

(a) Explain the importance of admirable business ethics and ethics culture for Bright Switch Electronics Sdn. Bhd.

(10 marks)

(b) Strategically analyze the ethical problems faced by Bright Switch Electronics and their effects on the organization.

(10 marks)

(c) Evaluate whether implementing a strong strategic ethics culture can improve Bright Switch long-term business performance.

(5 marks)

END OF EXAMINATION PAPER