



UNIVERSITI
TEKNOLOGI
PETRONAS

FINAL EXAMINATION MAY 2024 SEMESTER

COURSE : TEB3043 - IS STRATEGY AND PLANNING
DATE : 2 AUGUST 2024 (FRIDAY)
TIME : 3:00 PM - 6:00 PM (3 HOURS)

INSTRUCTIONS TO CANDIDATES

1. Answer **ALL** questions in the Answer Booklet.
2. Begin **EACH** answer on a new page in the Answer Booklet.
3. Indicate clearly answers that are cancelled, if any.
4. Where applicable, show clearly steps taken in arriving at the solutions and indicate **ALL** assumptions, if any.
5. **DO NOT** open this Question Booklet until instructed.

Note :

- i. There are **SIX (6)** pages in this Question Booklet including the cover page
- ii. **DOUBLE-SIDED** Question Booklet.

1. a. Strategic planning is an organized, systematic and coordinated way to plan for achieving specific goals. Explain **TWO (2)** purposes of strategic planning in an organization.

[4 marks]

- b. There are five steps in developing a strategic planning. Elaborate the “*Step One; Defining the three strategy attributes*”, which are Core Values, Vision and Mission.

[6 marks]

- c. There are five external powers or forces according to Porters Competitive Forces Model that impacted business organization. Analyze how Power of Customer can influence the performance of a business firm.

[4 marks]

- d. GreenForever is a startup company focused on producing eco-friendly technologies for homes and businesses. They have recently developed a solar-powered charger that can charge multiple devices at once. The product has been well-received in initial tests, but the company is new to the market and faces competition from established players. GreenForever's team is passionate and knowledgeable about green technologies, but they lack experience in large-scale manufacturing and distribution. Evaluate GreenForever business case and perform a SWOT analysis by identifying **ONE (1)** strength, weakness, opportunity, and threat for each category.

[6 marks]

2. a. List **TWO (2)** major differences of Business Goals and Business Objectives. [4 marks]

- b. i. Define Key Performance Indicator (KPI). [2 marks]

- ii. List all **FOUR (4)** types of KPIs that are commonly used in documenting organization's strategic planning.

[4 marks]

- c. Imagine you are a management consultant hired by a startup company. They have shared with you their overarching goal: "*To become the premier provider of sustainable and energy-efficient home appliances in the region within the next 5 years.*"

Formulate **TWO (2)** specific business objectives that will help the startup to achieve this goal.

[4 marks]

- d. Discuss how business goals can be effectively communicated and aligned across different tiers of an organization (Top Management, Business Units, and Employees) to ensure that everyone understands their role in achieving the company's vision and how the success or failure of these strategies can be measured at each level.

[6 marks]

3. a. Describe the supply chain, upstream supply chain and downstream supply chain.

[4 marks]

- b. Justify both Push-based model and Pull-based model in Supply Chain Management, and how a Supply Chain Management System can enhance the effectiveness of the demand-driven approach compared to the build-to-stock method.

[6 marks]

- c. Discuss **TWO (2)** business values of a Customer Relationship Management (CRM) System. Provide suitable examples to support your answers.

[4 marks]

- d. While enterprise applications offer many advantages, there are challenges that organizations need to be aware of. Evaluate **THREE (3)** challenges that might be encountered when an organization considers investing in these enterprise applications.

[6 marks]

4. a. Explain goals of Business Intelligence and Analytics Capabilities which is part of Decision Support System.

[3 marks]

- b. There are six main elements in the business intelligence environment which are; *data from the business environment, business intelligence infrastructure, business analytics toolset, managerial users and methods, delivery platform and user interface.*

Analyze how user interface element would be tailored and integrated to optimize decision-making processes in the context of online sales and customer behavior analytics.

[4 marks]

- c. Justify how Big Data Analytics can help business organizations to improve their business. Provide suitable examples to support your answers.

[6 marks]

- d. Considering a mid-sized company looking to enhance its Business Intelligence (BI) and Business Analytics (BA) capabilities, there are option of management strategy commonly applied which are adopting a one-stop integrated solution or a multiple best-of-breed solution.

Choose **ONE (1)** strategy and critically evaluate your option and the potential impacts on the company's flexibility, integration complexity, vendor dependency, and long-term switching costs. Use specific examples to support your analysis.

[7 marks]

5. a. i. Define Digital Goods. [1 mark]
- ii. Provide **THREE (3)** examples of Digital Goods. [3 marks]
- b. Explain how Consumer-to-Consumer (C2C) electronic commerce operates and identify examples of platforms that enable this type of commerce. [4 marks]
- c. Describe **ONE (1)** of e-commerce revenue models which is Subscription Revenue Model. Provide relevant examples to support your answers. [4 marks]
- d. A firm's revenue model describes how the firm will earn revenue, generate profits, and produce a superior return on investment. Although many e-commerce revenue models have been developed, most companies rely on one, or some combination, of the following six revenue models: advertising, sales, subscription, free/freemium, transaction fee, and affiliate. Given a mid-sized online content platform, looking to maximize its revenue, critically evaluate which e-commerce revenue model (or combination of models) would be most effective. Consider the platform's ability to attract and retain users, the nature of its content, and its competitive landscape. Support your evaluation with specific examples and justify your recommendations based on the different revenue models described. [8 marks]

-END OF PAPER-