



**MILLIONS**

**MANAGEMENT SOLUTIONS**

**MANAJEMEN STRATEGIK**

**UTS**

**2012/2013**

## UJIAN TENGAH SEMESTER GASAL 2012/2013

Mata Kuliah	: Manajemen Strategik
Dosen/Asisten	: Tim Dosen/Asisten
Hari, tanggal	: Selasa, 30 Oktober 2012
Waktu	: 09.00 - 11.30
Sifat Ujian	: <i>Closed Book</i>

### Soal 1 (15%)

- Apa Manfaat Manajemen Strategik bagi perusahaan? Jelaskan secara singkat proses manajemen Strategik.
- Sebut dan jelaskan secara singkat 2 (dua) hal yang perlu dilakukan perusahaan untuk mencapai keunggulan kompetitif yang berkelanjutan.

### Soal 2 (15%)

Misi For Motor adalah sebagai berikut:

*“To satisfy our customers by providing quality cars and trucks, developing new products, reducing the time it takes to bring new vehicles to market, improving the efficiency of all our plants and process, and building on our team work with employees, unions, dealers and suppliers.”*

Cobalah anda nilai hal-hal penting apa yang masih kurang dalam pernyataan misi di atas. Seandainya anda diminta memperbaiki, hal-hal apa yang perlu ditambahkan dan bagaimana penambahan tersebut mengubah pernyataan misi Ford di atas.

### Soal 3 (15%)

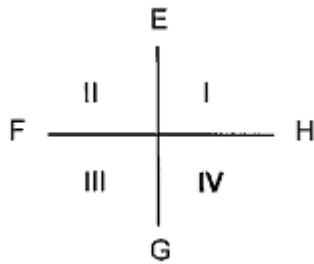
- Apa yang dimaksud engan Resources Based View (RBV)?
- Indikator apa saja yang harus dipenuhi oleh sumber daya dan kapabilitas supaya perusahaan memiliki keunggulan daya saing?
- Jelaskan apa yang dimaksud dengan *value chain analysis* yang dapat digunakan untuk mengembangkan keunggulan daya saing?

### Soal 4 (15%)

- Jelaskan faktor eksternal apa saja yang harus diperhatikan dalam menganalisis peluang dan ancaman yang akan dihadapi perusahaan.
- Jelaskan Porter’s Five-Forces Model dan apa tujuan perusahaan melakukan *competitive analysis* dengan menggunakan model tersebut.

### Soal 5 (20%)

- Jelaskan perbedaan Antara *intensive strategy*, *integration strategy*, *diversification strategy*, dan *defensive strategy*. Dan jelaskan secara singkat berbagai alternative strategi dalam masing-masing kelompok strategi.
- Jelaskan perbedaan Antara *cost leadership* dan diferensiasi. Pada kondisi apa perusahaan sebaiknya melakukan strategi *cost leadership* atau diferensiasi? Jelaskan.



Soal 6 (20%)

- a. Jika gambar disamping merupakan Grand Strategy Matrix,
- Tentukanlah apa faktor penentu yang dimaksud untuk E, F, G, dan H?
  - Jelaskan jenis strategi apa yang cocok untuk perusahaan yang ada di posisi kuadran IV, serta berikan contohnya strategi apa saja yang termasuk didalamnya!
- b. *The history of General Motors (GM), one of the world's largest car and truck manufacturers, reaches back more than a century and involves a vast scope of industrial activity around the world, mostly focused on motorized transportation and the engineering and manufacturing that make it possible. Founded in 1908, in Flint, Michigan, as of 2012 it employs approximately 202,00 people around the world.*

*On April 3, 2006, GM announced that it would sell 51% of GMAC as a whole to a consortium led by Cerberus Capital Management, raising \$14 billion over three years. Investors also included Citigroup's Private equity arm and Aozora Bank of Japan. The group will pay GM \$7.4 billion in cash at closing. GM will retain approximately \$20 billion in automobile financing worth an estimated \$4 billion over three years.*

*GM sold its remaining 8% stake in Isuzu, which had peaked at 49% just a few years earlier, on April 11, 2006, to raise an additional \$300 million. 12,600 workers from Delphi, a key supplier to GM, agreed to buyouts and an early retirement plan offered by GM in order to avoid a strike after a judge agreed to cancel Delphi's union contracts. 5,000 Delphi workers were allowed to flow to GM.*

*In 2006, GM offered buyouts to hourly workers to reduce future liability; over 35,000 workers responded to the offer, well exceeding the company's goal. GM gained higher rates of return on its benefit funds as a part of the solution. Stock value began to rebound - as of October 30, 2006 GM's market capitalization was about \$19.19 billion. GM stock began the year 2006 at \$19 a share, near its lowest level since 1982, as many on Wall Street figured the ailing automaker was bound for bankruptcy court. But GM remained afloat and the company's stock in the Dow Jones industrial average posted the biggest percentage gain in 2006.*

*In June 2007, GM sold its military and commercial subsidiary, Allison Transmission, for \$5.6 billion. Having sold off the majority, it will, however, keep its heavy-duty transmissions for its trucks marketed as the Allison 1000 series.*

Based on the illustration above, in your opinion what strategy did GM take? Explain your argument!