

**TRIBHUVAN UNIVERSITY**  
**FACULTY OF MANAGEMENT**

Office of the Dean  
March - April 2017

Full Marks: 60  
Time: 3 Hrs.

**BIM / Seventh Semester / MGT 208: Business Strategy**

*Candidates are required to answer all the questions in their own words as far as practicable.*

**Group "A"**

**Brief Answer Questions:**

**[10 × 1 = 10]**

1. Define strategic management.
2. Enlist any two characteristics of strategic plan.
3. What are the considerations while crafting objective.
4. State any four importance of mission.
5. What is scenario planning?
6. Define internal analysis.
7. What do you mean by corporate level strategies?
8. What is related diversification?
9. Define the learning organization.
10. State entrepreneurial structure.

**Group "B"**

**Short Answer Questions:**

**[6 × 5 = 30]**

11. Why strategic management is important in modern organizations? Explain.
12. What do you mean by strategic vision? Why development of vision is essential in present context? Explain.
13. Explain about PESTG analysis.
14. How does Boston Consulting Group (BCG) Matrix contribute to strategy formulation? Explain.
15. Show the relationship between leadership and management.
16. Discuss about Porter's five force model.

**Group "C"**

**Comprehensive Answer Questions:**

**[4 × 5 = 20]**

17. Read the following case carefully and answer the questions given below:

One of the problems that has long concerned the top manager of the Hulas Motor Division was the lack of worker's interest in doing their jobs on both the components (parts) and the final jeep assembly lines, with the result that quality had to be ensured by the inspection department

On the initiation of the company president the division general manager, called a meeting of his key department heads, to see what could be done about the problems.

Ram Shrestha ( production manager), claimed that some of the problems were a matter of engineering, he also blamed Human Resource Department for not selecting worker more carefully and for not getting the union business agent involved in the problems. He further

pointed that there was a high turnover and absenteeism rate. His position was that no production department could operate effectively with this kind of labor force.

Hari Aryal (chief engineer) held that the components and jeeps were engineered well enough. He claimed that if engineering tolerances were any stricter, the biting of parts would be also difficult and time consuming that the company's auto mobiles would be too costly to make.

Sanjaya Sharma (the personal manager) accounted for the personnel problems mainly in two ways. First, he pointed out that his department had little or no control over whom the company hired or kept, in view of the strong labor union the company had. Second, he observed that assembly work was dull so that the company should not expect people to have much interest in this work beyond their paychecks.

But Mr. Sharman expressed that the company could develop more workers interest, and consequently higher quality work and less absenteeism and turnover, it assembly job were enlarged. He also suggested job rotation and teamwork to redesign the job.

These suggestions were adopted and put into effect. To everyone's surprise, the workers expressed great dissatisfaction with the new program. After a week the assembly lines were closed down by a strike. The workers claimed that the new program as only a management scheme to get them to do more work than they had done before and to train them to replace other workers without any increase in pay.

The division manager and the personnel manager were surprised. When asked by the division manager what had happened? Mr. Sharman could only say. "This is a mystery and surprise to me. We make their jobs more interesting and they strike".

#### **Questions:**

- What are the problems with the Hulas motors Division? Enumerate.
- Identify the major reason for the high turnover and the absenteeism amongst the worker?
- What went wrong with the program? Give your opinion.
- What would be your strategic plan if you had been the personnel manager? Would you have used this strategy, a different one, or none at all? Give reasons.

