



Business Management

Final Examination
Winter 2013
Module E

5 December 2013
100 marks - 3 hours
Additional reading time - 15 minutes

Q.1 Marketing policies relating to five different types of businesses/products/services are presented in the following table:

		-----Policies-----		
	Businesses/Products	Price	Place	Promotion
i)	Fast food restaurant	Skimming pricing	Proximity to exclusive restaurants	Prestigious business magazines
ii)	High-end ladies beauty parlour	Discounted prices for large groups	Highly affluent areas of the city	Both beauty and elite social magazines
iii)	Branded pickles and jams	Prices substantially lower than competitors	Sold at company owned outlets	Limited promotion in national newspapers/TV and cooking shows
iv)	Uniforms for students in government schools	Extreme price competition	Through distributors in leading shopping malls	Live cricket matches on TV
v)	Locally manufactured refrigerators and air-conditioners	Higher than imported brands	Located at a distance from main markets of similar products	Advertisements in local newspapers

You are required to identify the policies which you consider to be **inappropriate** along with brief reasons to support your point of view.

Note: Policies which are considered to be appropriate may **not** be discussed. (11)

Q.2 Peak Corporation Limited (PCL) has acquired your services as an HR Consultant for preparation of employee disciplinary procedures to be implemented in the organisation. The draft procedures would be presented to the management for approval and inclusion in the Employee Handbook, copies of which would be provided to all the employees.

State the important aspects of the guidelines that you would cover in the draft of employee disciplinary procedures in PCL. (08)

Q.3 (a) Eastern Company Limited (ECL) is located in Country A and its assorted line of fast-moving consumer goods are well accepted in the domestic market. ECL is presently considering to expand its operations and establish manufacturing facilities in three overseas countries.

List **four** different types of factors/influences which would form the basis for determining whether ECL should adopt policies of product standardisation vis-a-vis policies of product customisation, in the market environments in different countries. (06)

(b) Give **two** examples **each** of products which are usually marketed as:

- standardized products
- customized products

(02)

- Q.4 (a) Define the term Consumerism. Identify the inherent rights of consumers in the prevailing business environment. (06)
- (b) While formulating its marketing strategy, a manufacturer must decide whether it intends to pursue a pull marketing strategy or a push marketing strategy. State the salient features of a pull marketing strategy and a push marketing strategy and indicate the situations in which each of these strategies would yield optimal results. (07)
- Q.5 Zest Pharmaceutical Company Limited (ZPCL) had assigned some of the most talented individuals in the organisation to formulate the company's strategic plan. The strategic plan was considered and approved by the top management, including the board of directors. However, ZPCL's actual performance was rather disappointing and the company was not able to achieve the objectives envisaged in the strategic plan due to shortcomings in the various stages of implementation of the strategic plan.
- As an external consultant, identify and explain **six** critical factors in the strategy implementation process which may have been responsible for the poor performance of ZPCL. (12)
- Q.6 (a) Long-life Concrete Limited (LCL) is a manufacturer of pavement blocks and enjoys a sustainable cost-leadership position in its line of business. Recently, a number of competitors have posed serious challenges to the favourable cost-leadership advantage enjoyed by LCL over its rivals.
- State the different strategies and tactics that LCL should pursue to sustain its cost-leadership advantage over its competitors. (06)
- (b) Innovative companies allocate dedicated resources to identify and explore opportunities for developing new products. List the basic attributes which are essential to make a new product viable and worthwhile for expending further time and effort on its consideration. (04)
- Q.7 (a) Governments in all countries consider it their responsibility to promulgate and implement laws and policies concerning health, safety and security of workers.
- State **five** objectives which governments seek to achieve by making these laws and ensuring their compliance. (05)
- (b) Give **three** reasons why multinational companies often enter into agreements of collaboration with partners in foreign countries to seize certain advantages instead of operating entirely on their own in these foreign countries. (06)
- Q.8 Most companies prefer to achieve their objectives of expansion through organic/internal growth.
- Give any **four** reasons why a company may prefer to achieve expansion through internal growth and not through acquisition of other entities. (06)
- Q.9 State what is meant by the term 'Employee Attitude Survey'. How an Employee Attitude Survey is conducted and what are the different purposes for conducting the survey? (05)

Q.10 Goodhope Enterprises had implemented several employee incentive schemes with the expectations that they would raise the level of motivation amongst the employees and improve their overall performance. However, the incentive schemes failed to yield the desired results and the company's management has initiated enquiries to determine the reasons for the lack of success of the incentive schemes.

Identify and explain **three** factors which in your opinion may have contributed to the lack of success in the implementation of the incentive schemes. (06)

Q.11 Briefly state what is meant by the following terms:

- (i) Human resource management
- (ii) Offshore manufacturing
- (iii) Behavioural interviews
- (iv) Competency-based salary system
- (v) Tax havens

(10)

(THE END)