

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

R.No.

Subject: Strategic Management
Full Marks: 100

Course Code: MGT 531
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

- Q1. What can be defined as the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives?
- a. Strategy formulation
 - b. Strategy evaluation
 - c. Strategy implementation
 - d. Strategic management
- Q2. When each department of the company helps in achieving company goals, the strategy adopted is:
- a. Corporate strategy
 - b. Competitive strategy
 - c. Functional strategy
 - d. Both a and b
- Q3. A strategic decision can be distinguished from other types of decisions by three factors, these are magnitude, time-scale and:
- a. Commitment
 - b. Riskiness
 - c. Impact
 - d. Longevity
- Q4. Similar to Mission and Vision Statements, Corporate Values Statements provide three of the following except;
- a. Values that shape actions
 - b. Strategies that zero in on key success approaches
 - c. Directions for promotional planning
 - d. A vision for the future
- Q5. The statement by Wal-Mart “Save money, live better” is pointing its business strategy as:
- a. Consolidation
 - b. Horizontal Integration
 - c. Cost Leadership
 - d. All of above
- Q6. The term environmental scanning stands for:
- a. gathering data about the organization and its surroundings
 - b. collecting information about the shareholders
 - c. gathering information relating to the employees
 - d. none of the above
- Q7. If your firm’s resource is ‘unique’, your competitor finds it:
- a. Easy to copy
 - b. Difficult to imitate
 - c. Easy to acquire
 - d. Easy to copy and easy to acquire
- Q8. Which of the following statements about a corporate strategy is true?
- a. It carries greater risk, cost, and profit potential than business and functional strategies.
 - b. It carries less risk, cost, and profit potential than business and functional strategies.
 - c. It carries less risk, cost and profit potential than business strategies.
 - d. It carries less risk, cost, and profit potential than functional strategies.
- Q9. The factors of the business which can be controlled are called:
- a. Micro environment
 - b. Macro environment
 - c. Internal environment
 - d. None of the above
- Q10. An organization’s clients, competitors, suppliers, and interest groups are typical segment of the:
- a. Task environment
 - b. Internal environment
 - c. Stakeholder group
 - d. Mega environment
- Q11. What is the definition of scenario in scenario planning?
- a. An imagined sequence of future events
 - b. An unpredictable event
 - c. A planned for event
 - d. An unplanned for event
- Q12. Resource-based theories of the firm focus:
- a. Physical resources and intellectual property
 - b. Physical, human and organizational resources
 - c. Physical and human resources
 - d. Human resources and corporate skills

- Q13. Which of these is not a reason why some firms do not work on strategic planning?
- a. Laziness
 - b. Competitive leadership
 - c. Honest difference of opinion
 - d. Poor reward structures
- Q14. All of these, except _____, are part of Porter's competitive forces in industry analysis Strategic Management.
- a. potential entry of new competitors
 - b. bargaining power of suppliers
 - c. development of substitute products
 - d. bargaining power of union
- Q15. _____ is adding new, unrelated products or services for present customers.
- a. Concentric diversification
 - b. Horizontal diversification
 - c. Conglomerate diversification
 - d. Product development
- Q16. Which strategy would be effective when the new products have a counter cyclical sales pattern compared to an organization's present products?
- a. Forward integration
 - b. Retrenchment
 - c. Horizontal diversification
 - d. Market penetration
- Q17. Conducting research, integrating intuition with analysis, and making decisions are all _____ activities.
- a. Strategy-formulation
 - b. Strategy-implementation
 - c. Long-range planning
 - d. Short-range planning
- Q18. An organization's strengths and weaknesses are determined relative to:
- a. Its strategic business units.
 - b. Government
 - c. Competitors
 - d. External opportunities and threats
- Q19. Strategic management allows an organization to be more:
- a. Complacent
 - b. Proactive
 - c. Authoritarian
 - d. Reactive
- Q20. The main purpose of corporate governance is:
- a. To separate ownership and management control of organizations
 - b. To maximize shareholder value
 - c. To separate ownership and management control of organizations and to make organizations more visibly accountable to a wider range of stakeholders
 - d. To ensure that regulatory frameworks are adhered to



MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

Subject: Strategic Management
Full Marks: 100

Course Code: MGT 531
Time: 4:00 Hours

You are required to answer in your own words as far as applicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any FIVE questions:

- Q1. Discuss the necessity of Mission statement in organizations. (6)
- Q2. Describe the use of BCG matrix for allocation of resources in strategy development. (6)
- Q3. Why is value chain analysis important? Describe the primary and secondary activities involved in such an analysis. (2+2+2)
- Q4. When would you develop a scenario plan? Explain the major activities that are involved in preparing scenario planning. (2+4)
- Q5. Clarify the concept of McKinsey & Co 7's model for strategy implementation. (7)
- Q6. Define core competence. How can a firm determine its area of core competence? (2+4)
- Q7. Write short notes on (**any two**): (3+3)
- a) Strategic alliance
 - b) Corporate governance
 - c) Task environment

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any TWO questions:

- Q8. "Strategic management helps firms to develop their internal capabilities to compete in the market." Comment. Also briefly discuss the process of strategic management. (7+8)
- Q9. "Generic strategy is a prerequisite for long-term profitability and success that organizations choose from three strategic models- cost leadership, differentiation, and focus." Elucidate your understanding of these different strategies with examples. (15)
- Q10. Select an industry of your choice and explain Porter's five forces model with reference to that. (15)

SECTION D: CASE STUDY (20 MARKS)

- Q11. *Read a case given below and answer the following questions:*

L'Oreal was established in 1909, and by now the company is one of the leaders in the beauty market while providing a wide variety of products for each segment of its market tailored to meet expectations of its customers. L'Oreal does and has always have believed in the strategy on innovation and diversification. Due to the products' uniqueness, L'Oreal products became well known and popular among all ethnic groups. L'Oreal has remained the global leader in the industry with most market share and was the only company that competed in all four segments. L'Oreal, over the years, has focused a lot in brand management. Instead of homogenizing the various brands and making them palatable in different cultures it had it had built dozen or so mega brands rooted in the local culture and appealing to different segments of the global market. L'Oreal has expanded its business through the acquisition, makeover, impeccable advertising and worldwide marketing of

relatively unknown brands from different countries and the company has consciously worked towards covering all the segments of the cosmetics business and building successful brands in each of them.

L'Oreal is the only cosmetic company who is present in all the distribution channels. L'Oreal considers international expansion a core component of its growth strategy. Its global conquest has been picking up speed in the last 15 years and is currently active in over 130 countries. To develop products meeting the diversity of needs, L'Oreal has set itself the task of studying and understanding men and women from all over the world. The group has thus established a network of research and evaluation centers in Europe, Asia and North America.

Besides L'Oreal also boasts good corporate governance and highlights the Group's citizenship dimension with internal and external coworkers and partners. The company has focused a lot in its own sustainable development and has been influential in addressing issues on environment, health and safety, research and development, social affairs, supplier relation, consumer relation and community affairs.

Questions:

- a. Discuss about the strength of L'Oreal. (5)
- b. How do you evaluate the strategies taken by L'Oreal in global beauty industry? (10)
- c. What should L'Oreal do in future to remain competitive? (5)



MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

R.No.....

Subject: Production and Operation Management
Full Marks: 100

Course Code: MGT 532
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

- Q1. Productivity increases when
- a. Inputs decrease while outputs remain the same.
 - b. Inputs increase while outputs remain the same.
 - c. Outputs decrease while inputs remain the same.
 - d. Outputs increase while inputs also increase.
- Q2. Which is the best concept for Job Shop production?
- a. Defined by American Production and Inventory Control Society (APICS) as a form of manufacturing in which the job passes through the functional department in lots or batches.
 - b. Arranged as per the sequence of production operations from the first operations to the finished product.
 - c. Produce of discrete parts or assemblies using a continuous process are called mass production.
 - d. Characterized by manufacturing of one or few quantity of products designed and produced as per the specification of customers within preferred time and cost.
- Q3. How operations manager is to achieve competitive advantage by applying strategic options in an organization?
- A. Competing on Differentiation
 - B. Competing on Cost
 - C. Competing on Response
- a. Only A and B
 - b. Only B and C
 - c. All A, B and C
 - d. None of the above
- Q4. Do you know the term 'Poka-Yoke' in TQM?
- a. It is a type of Poka-Yoke that lists the steps needed to ensure consistency and completeness in a task.
 - b. It is a foolproof device or technique that ensures production of good units every period of time.
 - c. It is means of ensuring that an operation is producing at the quality level expected.
 - d. It is a inspection that classifies items as being either good or defective.
- Q5.involves selecting a demonstrated standard of performance that represents the very best performance for a process or an activity.
- a. Employee Empowerment
 - b. Continuous Improvement
 - c. Just-In-Time (JIT)
 - d. Benchmarking
- Q6. According to Deming, which is (are) the most popular factor (s) that arise Quality problems in an organization?
- A. Due to management
 - B. Due to method
 - C. Due to machine
 - D. Due to material
- a. Only A
 - b. Only A and B
 - c. All A,B,C and D
 - d. None of the above
- Q7. What are the major categories of costs associated with quality according to Cost of Quality (COQ)?
- a. Prevention costs, appraisal costs and internal failure costs
 - b. Prevention costs, appraisal costs and external failure costs
 - c. Prevention costs, appraisal costs, internal failure costs and external failure costs
 - d. None of the above
- Q8. A house of quality is:
- a. a set of detailed instructions about how to perform a task.
 - b. a list of the operations necessary to produce a component.
 - c. an instruction to make a given quantity of a particular item.
 - d. a matrix relating customer "wants" to the firm's "how."
- Q9. An efficient and effective facility layout can cover following objectives, needs and importance except that:
- a. It helps to eliminate of bottleneck and reduce production delays.
 - b. It disapproves to improve quality control and maintains shorter production cycles.
 - c. It reduces movement of workers, raw material and equipment.
 - d. It improves employee morale and create safety in working environment.

- Q10. is a project management technique that uses only one time factor per activity for controlling a project.
- Program evaluation and review technique (PERT)
 - Critical path method (CPM)
 - Activity-on-node (NON)
 - Activity-on-arrow (AOA)
- Q11. Following are the reasons for changing facility location for business organization except:
- Expanding existing facilities.
 - Adding and maintaining current sites and facilities.
 - Optimal utilization of space, equipment and human resource.
 - Closing existing and moving into another location.
- Q12. Which is the best option to recognize the benefits of Material Requirements Planning (MRP)?
- Better response to customer orders.
 - Improved utilization of facilities and human resource.
 - Reduced inventory levels.
 - Faster response to market changes.
- Only A
 - Only A and B
 - Only A, B, C and D
 - All A, B, C and D
- Q13. How to compute Break-Even Point (BEP) in Units in relation to fixed cost and variable cost?
- $BEP \text{ (units)} = \text{Fixed Cost Divided By Contribution Margin}$
 - $BEP \text{ (units)} = \text{Fixed Cost Divided By Variable Cost Per Unit}$
 - $BEP \text{ (units)} = \text{Fixed Cost Divided By Selling Price Per Unit}$
 - $BEP \text{ (units)} = \text{Fixed Cost Divided By Selling cost}$
- Q14. Which statement best describes a constraint of capacity planning?
- Something that facilitates the performance of a process or system in achieving its goal.
 - Something that limits the performance of a process or system in achieving its goal.
 - Something that enhances the performance of a process or system in achieving its goal.
 - Something that excels the performance of a process or system in achieving its goal.
- Q15. is software that allows companies to (i) automate and integrate many of their business processes, (ii) share a common database and business practices and (iii) produce and provide information in real time.
- Customer Relationship Management (CRM)
 - Material Requirements Planning (MRP)
 - Enterprise Resource Planning (ERP)
 - Supply Chain Management (SCM)
- Q16. What does the acronym BOM stand for?
- Bills of Materials
 - Bills of Material
 - Bill of Materials
 - Bill of material
- Q17. Which of the following decisions covers the longest time period?
- Aggregate Planning
 - Short-Term Scheduling
 - Capacity Planning
 - Master Scheduling
- Q18. Do you know the Bullwhip Effect in supply chain management?
- Transferring to external suppliers a firm's activities that have traditionally been internal.
 - Increasing fluctuation in orders or cancellations that often occurs as orders move through the supply chain.
 - Delaying any modification or customization to a product as long as possible in the production process.
 - A system in which members of supply chain share information in joint effort to reduce supply chain costs.
- Q19. An approach that minimizes processing time for sequencing a group of jobs through two work centers while minimizing total ideal time in the work centers is called:
- Johnson's Rule
 - Kanban System
 - Lean Operations
 - Kaizen system
- Q20. Which one of the following option(s) that help(s) to define the term labor planning in relation to production and operations?
- To determine staffing policies that deal with employment stability, work schedules and work rules.
 - To decide recruitment policies that compact with employ solidity, work plan and work regulations.
 - To manage labor and design jobs as a result people are effectively utilized.
 - To specify the tasks that constitutes a job for an individual or a group.
- Only A
 - Both A and B
 - All A, B, C and D
 - None of the above

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

Subject: Production and Operation Management
Full Marks: 100

Course Code: MGT 532
Time: 4:00 Hours

You are required to answer in your own words as far as applicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any FIVE questions:

- Q1. Why should one study operations Management? List out any risk strategic operations management decisions. (3+3)
- Q2. CG Manufacturing Company produces varieties of products. It makes 500 CG Fans per day with the following resources:

Labor	150 hours per day @Rs. 90 per hour
Raw Materials	50, 000 pounds per day @ Rs. 20 per pound
Energy	Rs. 75,000 per day
Capital Costs	Rs. 5,00,000 per day

Required:

- a. What is the multi-factors productivity for these CG Fans at CG? (3)
- b. What is the percentage change in multifactor productivity if CG can increase the energy by Rs. 100,000 per day without cutting production or changing any other inputs? (3)
- Q3. Define total quality management (TQM). What are the ways that quality improves profitability? Explain in brief. (2+4)
- Q4. Suppose, you are the Young entrepreneur at Kathmandu and now you are going to establish refinery. There are Two refinery locations (Kathmandu and Surkhet) are available for you and those two refinery locations evaluated by assigning following weights and rating (0-10) points in relation to given factors:

Factors for Locations	Weights (0-10)	Potential Locations	
		Kathmandu	Surkhet
		Rating (0-10)	Rating (0-10)
Raw Materials and Suppliers	5	4	5
Power Availability	6	5	4
Labor Availability	5	5	6
Transportation	7	6	4
Capital	5	7	5

Required:

- a. Which location should you choose and why? (3)
- b. Assume a minimum point of 6 is now required for all factors for Surkhet. Which location should be chosen? (3)
- Q5. What is the strategic importance of layout planning? Briefly explain the various factors that affect layout planning and decision. (3+3)
- Q6. How does aggregate planning in manufacturing differ from aggregate planning in service? Explain with example. (4+2)
- Q7. The Catering Manager of La Vista Hotel, Lisa Ferguson, is disturbed by the amount of silverware she is losing every week. Last Friday night, when her crew tried to set-up for a banquet for 500 people, they did not have enough knives. She decided she needs to order some more silverware, but wants to take advantage of any quantity discounts her vendor will offer.

For a small order (2,000 or fewer pieces), her vendor quotes a price of \$ 1.80/pieces.

If she orders (2,001-5,000) pieces the price drops to \$1.60/pieces.

If she orders (5,001-10,000) pieces brings the price to \$ 1.40/pieces.

If she orders (more than 10,001) pieces brings the price to \$ 1.25/pieces.

Lisa's order cost are \$ 200 per order, her annual holding costs are 5% and the annual demand is 45,000 pieces. From the above information you are required to compute the given questions:

- a. Given the above information, what would be the economic order quantity (EOQ)? (1.5)
- b. Given the EOQ, What is the total annual cost of managing silverware in warehouse? (2)
- c. What is the total annual cost, including ordering, holding and purchasing the silverware? (2.5)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any TWO questions:

- Q8. What is short term scheduling? How does Just-In-Time (JIT) and Toyota Production System (TPS) contribute to competitive advantage? Explain with example. (3+7+5)
- Q9. Briefly describe the strategic importance of supply chain. How does backward integration is differ from forward integration? Give suitable examples. (5+5+5)
- Q10. K.L. Dugar Group Nepalganj supplies their products to wholesaler and is going to open a new plant. Now K.L. Dugar is considering three location alternatives on the basis of total costs for expected production volume. The expected production volume and selling price per unit of product are 100,000 units and Rs. 50 respectively. Following are the location alternatives and their costs estimation:

Location Alternatives	Fixed Cost (Rs.)	Variable cost per unit (Rs.)
Jumla	300,000	60
Surkhet	200,000	40
Dang	100,000	20

Required:

- Compute the total cost of each alternative location. (3)
- Compute break-even-point of each alternative location (BEP) in units and in Rupees. (4)
- Which location should be selected for the new plant and why? (2)
- What is the unit at the interaction of the Jumla and Surkhet cost lines? (2)
- Graph the total cost line of Jumla, Surkhet and Dang in relation to total revenue and total costs. (4)

SECTION D: CASE STUDY (20 MARKS)

Q11. Read a case given below and answer the following questions:

Jawed Habib's JH HairXpreso

In India, Jawed Habib's name is synonymous with high-quality, trendy hairstyling. Factors such as in-depth domain knowledge a scientific approach to hairstyling, customer focus, respect for employees, and business acumen have all contributed to his success. Habib has established a chain of salons and academics cross India; owns outlets in key locations abroad, including Dubai, London, and Singapore and is continually expanding and upgrading his services.

Although Habib's outlets have traditionally been premium prices, he changed this in 2009 by launching the JH HairXpreso brand of salons. These unisex salons cater to customers who want designer haircuts t low prices. Most HairXpreso salons are operated according to the franchise model and receive professional and technical support from Habib's company, Jawed Habib Hair and Beauty Limited. Staffing and training at low process.

The initial investment in a HairXpreso salon is approximately 15 lakh including a franchise fee 5 lakh (Indian Currency). The operating costs of these salons are also low. They do not use expensive equipment and can be operated out of booths with a minimum area of 100 square feet. Additionally, they offer dry haircuts and so they do not require any plumbing. The fact that these salons are located in areas that receive high inflow of potential customers, such as malls, adds to their profitability.

HairXpreso salons have gained popularity among the youth in India and their business has steadily increased. Because of their cost effectiveness, service quality and reach, these salons are also helping to make the haircutting sector- large portion of which is still owned by small-scale, individual operators in India-more regulated and organized.

Questions:

- What are the product and service components of a HairXpreso salon? (5)
- How should various areas of JH limited (marketing, finance and personal) support its product strategy for HairXpreso salons? (7.5)
- How should each of the 10 strategic operations management decisions in the text be managed to ensure the success of HairXpreso salons? (7.5)



MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

R.No.

Subject: Total Quality Management
Full Marks: 100

Course Code: MGT 533
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

- Q1. How do you understand quality?
- It is a descriptive concept of a product.
 - It is a perception based relationship between product performance and expectation.
 - It is technically described term to elaborate a product.
 - It is intangible and highly subjective concept.
- Q2. If a camera produces a bright and clear photo, this attribute is best described by:
- Reliability
 - Aesthetics
 - Conformance
 - Performance
- Q3. All of the following steps are required for quality planning except:
- Determining who the customers are
 - Identifying their needs
 - Deploying the plans to operational levels
 - Having access to actual quality performance
- Q4. In which decade quality control circles were started as the means of quality improvement?
- 1960
 - 1970
 - 1980
 - 1990
- Q5. Which of the following statements seems odd in the context of Deming philosophy?
- Stop awarding business based on price alone
 - Drive out fear, create trust and climate of innovation
 - Introduce and enforce numerical quotas for workforce
 - Eliminate management by objectives
- Q6. By the term zero defect, Crosby asserts that
- System must ensure 100 percent quality i.e. perfection.
 - It is the ability of a firm to satisfy customer.
 - It occurs when a firm produces exact customer requirements.
 - Every product must be within statistical process control.
- Q7. Which of the following are important for the front line people?
- Develop the best employees into professionals
 - Recruit freshers as they have an open mind
 - Hire the best
 - Motivate the professionals to stay and excel
- I and II only
 - I,III and IV
 - All of the above
 - Iii and IV only
- Q8. In Kano model, there are three major areas of customer satisfaction represented by three separate lines. The lower most line in the right side is concerned with:
- Unexpected and delighting features due to innovation
 - Unstated and unspoken requirements
 - Explicit requirements verbally stated
 - None of the above
- Q9. Which is the popular road map of Six Sigma?
- Define – measure – analyze – improve – control
 - Define – analyze – measure - improve – control
 - Plan – control – improve
 - Plan – do – check – act

- Q10. Which of the statements is most appropriate for Kaizen?
- Small projects, no investment and elimination of waste
 - Small projects, no investment and statistical tools
 - Large projects, no investment and elimination of wastes
 - Large projects, large investments and statistical tools
- Q11. Among the following alternatives, what are the most important criteria for supplier certification?
- Quality system maturity
 - Acceptance rate
 - Business volume
 - Business experience
- All of the above
 - i,ii, and iv
 - ii,iii and iv
 - i and ii
- Q12. Which of the following is not a prevention cost?
- Design review
 - Final inspection
 - Purchase order review
 - Capability study
- Q13. Identify the example of external failure cost.
- Quality planning
 - Re-inspection
 - Product recalls
 - Customer returns
- Q14. All the statements below are correct in connection with benchmarking except that:
- The process can be applied virtually in any business or process.
 - Critical success factors must be covered while thinking about what to benchmark
 - It is possible only among the firms within the same industry
 - Benchmarking team must include the people who implement the process that is being benchmarked.
- Q15. Which tool mentioned below clearly shows the relationship of the two variables and their strength of association?
- Matrix diagram
 - Affinity diagram
 - Interrelationship diagram
 - Forced field analysis
- Q16. Dr. Kaoru Ishikawa is generally remembered for:
- Affinity diagram
 - Matrix diagram
 - Benchmarking
 - Cause and effect diagram
- Q17. Which is the out of control situation in statistical process control?
- Seven consecutive points lie above or below the central line
 - Six consecutive points are increasing or increasing
 - Two consecutive points lie in outer quarter
 - All of the above
- Q18. Which is not included in NS quality award audit criteria?
- Leadership
 - Customer focus
 - Market credibility
 - Process and system management
- Q19. Find out the correct statement.
- Routine inspection acknowledges that there is no defect.
 - There must be several suppliers for purchase of an item.
 - Management can solve all types of variance in the short run.
 - Problem in product design is a common cause not special cause.
- Q20. According to Six sigma, the nonconformance rate per-million unit is:
- 3.4
 - 3.6
 - 3.64
 - 3.54



- c. Provide additional cases in which the process is said out of control even when the points within the control lines. (3)

SECTION D: CASE STUDY (20 MARKS)

Q11. Read a case given below and answer the following questions:

The culture of quality at Arnold Palmer Hospital

Founded in 1989, Arnold Palmer Hospital is one of the largest hospitals for women and children in the U.S., with 431 beds in two facilities totaling 676,000 square feet. Located in downtown Orlando, Florida, and named after its famed golf benefactor, the hospital, with more than 2,000 employees services an 18- county area in central Florida is the only level 1 trauma center for children in the region. Arnold Palmer Hospital provides a broad range of medical services including neonatal and pediatric intensive care, pediatric oncology and cardiology, care for high –risk pregnancies, and maternal intensive care.

The issue of assessing quality health care

Quality health care is a goal all hospitals profess, but Arnold Palmer Hospital has actually developed comprehensive and scientific means of asking customers to judge the quality of care they receive. Participating in a national benchmark comparison against other hospital, Arnold Palmer Hospital consistently scores in the top 10% in overall patient satisfaction. Executive Director Kathy Swanson states, “Hospitals in the area will be distinguished largely on the basis of their customer satisfaction. We must have accurate information about how our patients and their families judge the quality of our care, so I follow the questionnaire results daily. The in-depth survey helps me and others on my team to gain quick knowledge from patient feedback”. Arnold Palmer Hospital employees are empowered to provide gifts in value up to \$200 to patients who find reason to complain about any hospital service such as food, courtesy, responsiveness, or cleanliness.

Swanson doesn't focus just on the customer surveys, which are mailed to patients one week after discharge, but also on a variety of internal measures. These measures usually start at the grassroots level, where the staff sees a problem and develops ways to track performance. The Hospital's longstanding philosophy supports the concept that each patient is important and respected as a person. That patient has the right to comprehensive, compassionate family-centered health care provided by a knowledgeable physician-directed team.

Some of the measures Swanson carefully monitors for continuous improvement are morbidity, infection rates, readmission rates, costs per case, and length of stays. The tools she uses daily include Pareto charts, flow charts, and process charts, in addition to benchmarking against hospitals both nationally and in the southeast regions.

The result of all of these efforts has been a quality culture as manifested in Arnold Palmer's high ranking in patient satisfaction and one of the highest survival rates of critically ill babies.

Questions:

- a. Why is it important for Arnold Palmer Hospital to get a patient's assessment of health care quality? Does the patient have the expertise to judge the health care she receives? (5)
- b. How would you build a culture of quality in an organization, such as Arnold Palmer Hospital? (5)
- c. What techniques does Arnold Palmer Hospital practice in its drive for quality and continuous improvement? (5)
- d. Develop a fish-bone diagram illustrating the quality variables for a patient who just gave birth at Arnold Palmer Hospital (or any other hospital)? (5)



MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

Subject: Entrepreneurship and Technology Management
Full Marks: 100

Course Code: MGT 534
Time: 4:00 Hours

You are required to answer in your own words as far as applicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any FIVE questions:

- Q1. Why do entrepreneurs' ventures fail? Give your opinion. (6)
- Q2. Describe why creativity and innovation are such an integral part of entrepreneurship. (6)
- Q3. "Entrepreneurship is a process of giving birth to an enterprise". Write your opinion on this statement. (6)
- Q4. Compare and contrast between incremental and radical innovation. (6)
- Q5. Appreciate the need for tax benefits to small scale industries. (6)
- Q6. How does one go about setting harvesting goals for the new venture? What constitutes "entrepreneurial success"? (3+3)
- Q7. Write short notes on (any two): (3+3)
- a. Under-Capitalisation b. Tax holiday c. Depreciation allowance

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any TWO questions:

- Q8. "Entrepreneurs are risk taker". Do you agree or not? Justify your answer with suitable examples. (15)
- Q9. "Not only the future of business be directed by technology but also that the root of business today is driven by technology and its application". Explain this statement with suitable examples and also discuss the importance of managing technology. (15)
- Q10. Role of entrepreneurs is very vital in economic development of any country. Discuss the role of government in promotion of entrepreneurship. Write your opinion about entrepreneurship development in Nepal. (7+8)

SECTION D: CASE STUDY (20 MARKS)

Q11. Read a case given below and answer the following questions:

Raj Yadav, native of Saptari, Nepal quit his job as a production manager in a steel company in Delhi, India; sold a piece of his land and started a small milk processing factory in Nepal. To engage farmers in dairy farming, Raj set-up a loan program for farmers to buy cattle. He took a buy back guarantee of all the milk produced from the farmers to whom he has given loan. He started his own dairy factory, where, daily 5000 litres of milk is being consumed. Currently more than 50 farmers are directly benefiting from Raj's business model. Then within one year Raj was able to run his factory with maximum capacity. After the successful operation of his dairy he decided to invest on the other vertical of his core business. Now, he has invested in dairy outlets and cow farm. Currently, he has two dairy outlets where he is selling his dairy products. He also owns a cow farm where he has more than 100 cows, from where he gets milk for his dairy factory.

Questions:

- a. Why do you consider Raj as an entrepreneur? What innovation do you observe in his business? (2+4)
- b. What type of investor will be attracted to fund in Raj's venture? Elaborate your answer with justification. (6)
- c. Write your opinion regarding his decision on investing on other verticals of his business, i.e., investing on dairy outlets and cow farm. How does its effects his overall business? (8)



MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

R.No.

Subject: Entrepreneurship and Technology Management
Full Marks: 100

Course Code: MGT 534
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

- Q1. Entrepreneurs are:
- a. High risk takers(big gamblers)
 - b. Moderate risk takers(realistic gamblers)
 - c. Small risk takers(take few chances)
 - d. Doesn't matter
- Q2. The process of starting a new venture is embodied in the..... Which involves more than just problem solving.
- a. Entrepreneurial process
 - b. Entrepreneurial decision process
 - c. Intrapreneurship process
 - d. Intrapreneurship decision process
- Q3. Which of the following method is used for generating new ideas based on the fact that people can be stimulated to greater creativity by meeting with others and participating with organized group experiences?
- a. Brainstorming
 - b. Synaptic
 - c. Gordon Method
 - d. Free association method
- Q4. In this method of idea generation criticism is allowed and encouraged as a way to bring out possible problems with the ideas.
- a. Brainstorming
 - b. Reverse brainstorming
 - c. Synectics
 - d. Heuristics
- Q5. This is a document describing a venture's opportunity, its product or service, context, strategy, team, required resources, and potential financial returns.
- a. Business plan
 - b. Vision and Mission
 - c. Entrepreneurial process
 - d. Financial plan
- Q6. Executive summary which is three to four pages in length and should highlight the key points in the business plan is written
- a. Before business plan is written
 - b. After business plan is written
 - c. Can be written at any time.
 - d. None of the above
- Q7. Which of the following analysis is used to identify trends and changes occurring on a national and international level that may impact the new venture?
- a. Environmental analysis
 - b. Industry analysis
 - c. Ethical analysis
 - d. Political analysis
- Q8. Restrictive import policy may greatly help the import competing industries, while a liberalization of the import policy may create difficulties for such industries. This is an example of:
- a. Economic environment
 - b. Political environment
 - c. Socio-cultural environment
 - d. Demographic environment
- Q9. Which of the following stage is used to refine and test the idea to determine consumer acceptance without manufacturing it?
- a. Idea Stage
 - b. Concept Stage
 - c. Development Stage
 - d. Marketing Stage

- Q10. The describes how the products will be distributed, priced, and promoted.
- Financial plan
 - Production plan
 - Organizational plan
 - Marketing plan
- Q11. Changes in a political scenario of any country can create for any business organization
- Opportunities
 - Threat
 - Both A and B
 - None of the above
- Q12. Following is not the cause of over-capitalization
- Raising more money by issue of shares and debentures.
 - Borrowing large money at high interest rate.
 - High taxation
 - Acquiring fixed assets on excessive amount.
- Q13. A(n) is a costs and benefits analysis of different aspects of proposed project.
- SWOT analysis
 - Environmental analysis
 - Project analysis
 - Physical analysis
- Q14. Thein a company's capital structure refers to borrowed money that is at work in the business
- Debt capital
 - Equity capital
 - Over Capitalisation
 - Under Capitalisation
- Q15.has been made by industrial policy 2010 to provide all facilities, concessions and services from single place in Department of Industry.
- Industrial development board
 - One stop service center
 - National industrial development finance
 - Industrial District Management Limited
- Q16. NPEDC stands for.....
- National poverty eradication development Centre
 - Nepal Productivity and Economic Development Centre
 - Nepal practical Education Development Centre
 - National Productivity and Economic Development Centre
- Q17. MSME and new industries are exempted from the payment of income tax on their profits. This is known as;
- Depreciation
 - Tax Holiday
 - Investment Allowance
 - Rehabilitation Allowance
- Q18. Ais the form of organization in which the owner maintains complete control over the business and is personally liable for business debts.
- General partnership
 - Corporation
 - Sole proprietorship
 - Limited liability company
- Q19. A is a form of legal protection for a distinctive word, name, phrase, logo, symbol, design, slogan, or any combination of these elements.
- Procedure
 - Patent
 - Contract
 - Trademark
- Q20. A(n)is a professional assets manager who makes risk investment from a pool of equity capital to obtain a high rate of return on investments.
- Entrepreneur
 - Venture Capitalist
 - Businessman
 - Buyer

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

R.No.

Subject: Corporate Law
Full Marks: 100

Course Code: MGT 535
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

Q1. What does ADR stand for:

- a. Alternative Dispute Resolution
- b. Alternate Dispute Reconciliation
- c. Alternative Disaster Record
- d. Alternative Dispute Ruling

Q2. Industrial rights are:

- a. Copyright and Patent
- b. Copyright, Patent and Trademark
- c. Design, Patent and Trademark
- d. Copyright

Q3. 100% foreign investment is allowed in Nepal.

- a. True
- b. False
- c. Not in all sectors
- d. None of the above

Q4. A company may become insolvent if it:

- a. Cannot meet its budgeted level of profit.
- b. cannot pay creditors in full after realisation of its assets
- c. has negative working capital
- d. makes a loss

Q5. The decision is generally made promptly by:

- a. Court
- b. arbitration
- c. assembly
- d. a meeting

Q6. Primary function of enacting law is:

- a. Parliament
- b. Election Commission
- c. Administrative agencies
- d. Tribunals

Q7. Law which a Judge makes is called:

- a. By-laws
- b. Regulations
- c. Precedent
- d. Act

Q8. An agreement is binding if:

- a. It is impossible to perform.
- b. It has legal intention to perform.
- c. It has less than two parties.
- d. It has no consideration.

Q9. A private limited company can have only a single shareholder.

- a. True
- b. False
- c. Minimum two shareholders are required
- d. None of the above

Q10. According to labor law of Nepal, employees are deployed in work for:

- a. Five hours
- b. Six hours
- c. Eight hours
- d. Twelve hours

Q11. Minimum number of shareholders required to register a public company is:

- a. 11
- b. 3
- c. 7
- d. 5

Q12. Minimum number of weekly leave is:

- a. 1
- b. 2
- c. 3
- d. 4

Q13. Role of the mediator is as:

- a. facilitator
- b. director
- c. rational
- d. discussion maker

Q14. Decision of Arbitration is known as;

- a. Verdict
- b. Award
- c. Precedent
- d. Order

Q15. Patent can be renewed years in a row.

- a. 7
- b. 5
- c. 9
- d. 6

Q16. Competition Promotion and Market Protection Act primarily controls:

- a. Competition
- b. Production
- c. Growth
- d. Monopoly

Q17. Present Labor Act is known as;

- a. Labor Act 2063
- b. Labor Act 2074
- c. Labor Act 2048
- d. Labor Act 2075

Q18. Corporate personality means;

- a. Distinct personality from its shareholders and directors
- b. Personality of shareholders
- c. Personality of employees
- d. Personality of board of directors

Q19. Counter offer means:

- a. Two offers
- b. Acceptance of offer
- c. Making a new offer to the original offer
- d. Rejection of agreement

Q20. Repatriation refers to:

- a. Taking investment/earning back
- b. Additional investment
- c. Loan money
- d. Selling your investment

MID-WESTERN UNIVERSITY
EXAMINATION MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

R.No.

Subject: International Business
Full Marks: 100

Course Code: MGT 536
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

- Q1. Most government has reduced restrictions on international movements of products and services because.
- Their citizens want greater variety of goods and services at lower prices.
 - Competition spurs domestic producers to become more efficient
 - They hope to include other countries to lower their barriers in turn
 - All of the above.
- Q2. Pursuing international sales usually increases the potential market and potential profits. Foreign sources may give companies
- Acquired advantage
 - Lower costs.
 - Natural advantage
 - Prevent competitors.
- Q3. Company's employees encounter distress because of difficulty in accepting or adjusting to foreign behaviors is known as
- Country collision
 - Cultural collision
 - Sensitivity collision
 - None of the above
- Q4. This theory says that global efficiency gains may still result from trade if a company specializes in those products it can produce more efficiently than other products.
- Theory of natural advantage
 - Theory of comparative advantage
 - Theory of acquired advantage
 - Theory of absolute advantage.
- Q5. In technological world where changes are frequent, companies in various countries often exchange technology or intangible property rather than competing with each other. This is known as:
- Franchising
 - Cross licensing.
 - Turnkey operation
 - Licensing
- Q6. Which of the following foreign direct investment has negative impact on home-country exports, domestic employment, and international bargaining power?
- Outward foreign direct investment
 - Inward foreign direct investment
 - Both a and b
 - None of the above
- Q7. Which one is not considered as FDI:
- Greenfield Investment
 - Foreign Portfolio Investment
 - Merger and Acquisition
 - Horizontal Investment
- Q8. Following staffing policy believes in creating unified corporate culture....
- Ethnocentric
 - Geocentric
 - Polycentric
 - All of the above
- Q9., often called hard currencies, are those that the government allows both residents and nonresidents to purchase in unlimited amounts.
- Fully convertible currency
 - Semi convertible currency
 - Non convertible currency
 - International currency
- Q10. This bank which is situated in Switzerland acts as a central banker's bank which facilitates communication and transactions among the world's central bank. It is:
- World Bank
 - Bank of america
 - Citi Group
 - Bank for International settlement

- Q11. Which of the following organization replaced GATT in 1995 as a continuing means of trade and negotiations that aspires to foster the principle of trade without any restriction?
- European Union
 - World Bank
 - Organization for economic cooperation and development (OECD)
 - World trade organization (WTO)
- Q12. This is the activity in which an MNE internalizes its globally dispersed foreign operations through a unified governance structure and common ownership.
- Monopolistic
 - Internalization
 - Product-life-cycle
 - All of the above
- Q13. A company's choice of capital structure depends on:
- Tax rates
 - Degree of development of local equity markets
 - Creditor rights within its country and in other countries.
 - All of the above
- Q14. The Financial Accounting Standards Board (FASB) states that the external reporting of accounting information should help investors.
- To make investment and credit decisions
 - To assess cash flow prospects
 - To evaluate enterprise resources
 - All of the above.
- Q15. Custom Unions are characterized by:
- Free Factor Mobility
 - Common Tariffs and Common External Trade Policy
 - Harmonized Fiscal, Monetary, and Economic Policy
 - Sustantial reduction in trade barriers
- Q16. Monetary System developed after the initiation of International Monetary Fund (IMF) is known as:
- Gold Standard
 - Fixed Exchange
 - Floating exchange Rate
 - Pegged exchange rate
- Q17. Regional Economic Integrations are done basically for the:
- Efficiency in production with cost reduction
 - Erosion of Sovereign authority to take economic decision
 - Control of growth in market size
 - All of the above
- Q18. .Backward Vertical FDI is:
- Investing in an industry abroad that provides inputs for a firm's domestic process
 - Investing in an industry abroad that sells the output of a firm's domestic operation
 - Investing in the same industry abroad as a firm operates at home
 - None of the above
- Q19. Location Strategy of International Business is:
- Focus on profitability customizing to match taste in local market
 - Focus on profitability by cost reduction from location economies
 - Focus on profitability by reducing cost, transferring core competencies, and paying attention to local responsiveness
 - Focus on innovation
- Q20. Aindicates a firm is committed to continuously serving foreign target markets and to making incremental product adaptations to satisfy local customers.
- strategic marketing orientation
 - Societal Marketing Orientation
 - Production marketing orientation
 - Customer marketing orientation

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2019
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – III

Subject: International Business

Course Code: MGT 536

Full Marks: 100

Time: 4:00 Hours

You are required to answer in your own words as far as applicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any FIVE questions:

- Q1. Explain five opportunities in the context of Globalization for the International Business. (6)
- Q2. Why “Globalization of Production” is considered as disintegration of production in business operation? (6)
- Q3. What are the impacts of Foreign Direct Investment in home and host country? (6)
- Q4. Classical Trade Theories advocated by Adam Smith and David Ricardo are seen redundant compared to Competitive Advantage and New Trade Theories in the contemporary world of International Business on Trade. Explain underlying elements of the statement. (6)
- Q5. Most trade today occurs among high-income countries because they share similar market characteristics. What are the different characteristics that force high-income countries to do trade with similar countries? Explain each of them in brief. (6)
- Q6. Evaluate briefly Nepal’s policy on Foreign Direct Investment in the context of doing business in the country from the perspective of an investor. (6)
- Q7. Write short notes on (any two): (3+3)
- a. Internalization theory b. Exchange Rate c. European Union

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any TWO questions:

- Q8. Why World Trade Organization is known as an organization based on principle of non-discrimination but with so many discriminatory practices? How can Nepal benefit from the membership of this organization? (8+7)
- Q9. Critically examine the (SAFTA) South Asian Free Trade Area. Do you believe that free trade and common currency is possible in south Asian countries? (8+7)
- Q10. Why do nations need countertrade? List down the different types of countertrade and explain each of them in brief. Do you think strategy of countertrade would be beneficial for Nepal? Explain with and example. (5+5+5)

SECTION D: CASE STUDY (20 MARKS)

Q11. Read a case given below and answer the following questions:

Kentucky Fried Chicken in Nepal:

Kentucky Fried Chicken (KFC), a US based fast food chain entered Nepal with its first outlet in Durbar Marg Kathmandu as a part of its global expansion strategy contracting with Devyani International Nepal, a local company in the year 2009.

KFC is the world’s most popular chicken restaurant chain specializing in original recipe founded by Colonel Harland Sanders in 1952 in Kentucky, USA. Sanders sold the entire KFC franchising operation in 1964 for US\$ 2

million. Since then, it has been sold three more times. While its primary focus is fried chicken, it sells roasted chicken products, wraps, salads and sandwiches with sides and desserts. As of the year 2013, there are 18,875 outlets in 118 countries and territories located across the world generating the revenue of US\$ 23 billion serving nearly 8 million customers every day around the world. The original handwritten recipe is kept locked away at the KFC corporate headquarters in Louisville, Kentucky, USA as a closely guarded secret. Only two members within the corporation know the recipe in its entirety. US laws on industrial property rights are immensely strong and therefore, protect KFC's secrets adequately against any unlawful violation. While KFC globally demand the strong protection of intellectual properties in all the countries it has been operating, it was charged of violating some international trade rules in Nepal.

KFC restaurant managed by Devyani International Nepal faced a number of problems in Kathmandu. First on December 15, 2012, local farmers in Dhading district seized two containers of chicken imported by the KFC from India and destroyed the consignments. Farmers demanded KFC stop importing it, as Nepal is self-sufficient in poultry products and asked KFC to use domestic poultry. The incident came at a time when there were reports of bird-flu in India and elsewhere.

Secondly, a joint team of consumer rights forums along with District Administration, and Department of Commerce raided the KFC on January 3, 2013 and found date expired oil and spices used in the fast food chain. The incidents were enough to insist that the KFC in Nepal has not been adequately careful about public health and corporate social responsibility. It damaged the image of the world fast-food chain to a large extent. Relating to these issues trade experts in Kathmandu also started discussing the WTO provision on Sanitary and Phyto-sanitary measures (SPS).

Meanwhile, in a labour unrest problem Devyani International Nepal announced indefinite closure of the restaurant in August 2013 on the ground that restaurant workers manhandled HR Department chief of the company. But later through a labour agreement the restaurant resumed its operation.

Although in Nepal there is an emerging social class that goes for international eating out experience with global fast-food brands, doing business here is not smooth but challenging. Some also worried the KFC would be forced to abandon Nepal as in the past KFC had abandoned several countries as Fiji, Israel, Italy, Iran to name some. KFC operation in Nepal is providing employment to 180 workers.

Questions:

- a. If you are CEO of Devyani International Nepal, what could be your preparation in perceiving and addressing the issues faced by KFC in Nepal not to have any damage to global corporate chain? (10)
- b. How could you relate global framework trade rules in operation of this business in Nepal? (10)

