



ELIZADE UNIVERSITY, ILARA-MOKIN, ONDO STATE

FACULTY: HUMANITIES, SOCIAL & MANAGEMENT SCIENCES

DEPARTMENT: BUSINESS ADMINISTRATION

SECOND SEMESTER EXAMINATIONS
2020/2021 ACADEMIC SESSION

COURSE CODE: BUS 404

COURSE TITLE: BUSINESS POLICY & STRATEGY II

DURATION: 2 HOURS.

INSTRUCTION: Attempt section A and any other two (2) Questions in section B

SECTION A

1. ----- describe what an organization excels at and what separates it from the competition
 - A. Strengths
 - B. Threats
 - C. Weaknesses
 - D. Opportunities
 - E. A and B only
2. ----- stop an organization from performing at its optimum level.
 - A. SWOT analysis
 - B. Threats and weaknesses
 - C. Weaknesses
 - D. Threats
 - E. A and D only
3. ----- refer to the favourable external factors that could give an organization a competitive advantage
 - A. SWOT analysis
 - B. Comparative analysis
 - C. Fundamental approach
 - D. Pragmatic analysis
 - E. Opportunities approach.

- B. Strategic alliance
- C. Equity strategic alliance
- D. Joint-venture alliance
- E. Non-equity alliance

9. One of the following is included in the strategic management steps EXCEPT

- A. Assessing the organization's current strategic direction
- B. Identifying and analyzing internal and external weaknesses and strengths
- C. Evaluating degree of action plans
- D. Evaluating environmental scanning
- E. Execution of action plans

10. ----- Involves preliminary audit work that is conducted prior to the fiscal year – end of a client.

- A. Tax audit
- B. Specific audit
- C. Cash audit
- D. Operational audit
- E. Interim audit

11. One of the problems facing strategic planners is how to plan for changes in the political environment.

- A. True
- B. False

12. Analysis of economic factor should only be availability of manpower / unemployment rates

- A. True
- B. False

13. Social responsibility does not go beyond the traditional views of profitability.

- A. True
- B. False

14. Strategy formulation exercise of a manager requires good understanding and his / her ability to establish personal values of the key implementers.

- A. True
- B. False

15. Market development is the strategy used by the company attempting to sell an existing product in an existing market.

- A. True
- B. False

(30 marks)

SECTION B

1. Sele Peters is employed as a personal manager for a medium sized financial services firm. She is responsible for overseeing most of the operational activities within the Human Resource (HR) function of the firm – training, payroll, appraisal and discipline. Because the company employs many staff working in specialist areas such as investment advice, pensions and insurance, selling it has seemed appropriate that recruitment and selection should be left to a professional agency that understands the business.

However, over the past three years, the company has suffered from an unusually high staff turnover. It has been noted that many of the recruits in these specialist areas have left within two years of joining the firm.

Peters' line-manager is concerned about this trend. She has pointed out to her that the cost of both recruitment and training is very high and yet, almost before these staff have time to pay back the company's investment in them, they have moved on to other companies. The manager has asked Peters to investigate this problem and propose solutions for her to examine, with the possibility of implementation. Peters has examined her files and begun a detailed evaluation of the situation.

Her first finding has been that many recruits which the specialist agency has provided do not always appear suitable. Many have had a history of frequently changing jobs and appear to show no commitment to one firm. Others have had poor medical histories. Peters also has decided to pay particular attention to exit interviews and annual appraisals. She has looked again at records and now makes sure that she is present at any exit interviews because the pace of resignations has not shown any evidence of slackening.

Unfortunately, most meetings of both appraisals and exit interviews have not been well structured. There is no clear evidence as to why staff are unhappy with their work. One thing does seem clear though. Money is not seen to be a major influencing factor for a move. Many leavers have been going to other companies for salaries not much higher than those being paid by Peters' firm.

Peters is convinced that the problem is the initial recruitment and suggest that, in future, all the recruitment processes should be carried out in-house where there will be a greater control in selection. Her line-manager is not convinced. She believes that the problem could well originate within the company.

Required.

- a. Assuming the role of Sele Peters, write a report to your line –manager which:
- i. Identifies the key criteria for selecting suitable candidates and justifies the case for recruitment being carried out in-house. **(9 marks)**
 - b. It is important that the firm should improve its staff retention rate from both a cost and a moral perspective.
- i. Discuss ways in which Peters' organization can reduce this unacceptable level of staff turnover and, at the same time, provide a more highly motivated workforce. **(6 marks)**
- (15 marks)**

2. Draw up a draft outline guide to writing reports to management and clients. This draft is required for discussion and eventual use in your organization as training materials in the induction of newly employed graduates and partly qualified staff. **(15 marks)**

3. Appraisal systems are increasingly being used to measure performance within organizations. Required.

a. Describe the benefits of performance appraisal system for:

- i. the organization **(2 ½ marks)**
- ii. the line manager **(2 ½ marks)**
- iii. the individual **(2 ½ marks)**

b. Describe the following approaches of measurement used in performance appraisal systems:

- i. classification **(2 ½ marks)**
- ii. factor comparison **(2 ½ marks)**
- iii. points rating **(2 ½ marks)**

(15 marks)