

**GENERIC STRATEGIES AND PERFORMANCE OF
NEPALESE ENTREPRISES**

A DISSERTATION

**SUBMITTED BY
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RECOMMENDATION LETTER

I certify that the thesis entitled “Generic Strategies and Performance of Nepalese Enterprises” submitted by Mr. Dhundi Raj Bhattarai to the Faculty of Management, Tribhuvan University for the Degree of Philosophy has been completed under my supervision and guidance. The thesis is the candidate’s original work. I have carefully read the substance of his thesis.

To the best of my knowledge, the candidate has also fulfilled all the other requirements of the Ph. D. program of the faculty of Management, Tribhuvan University.

I, therefore, recommend that this thesis be considered and approved for the award of the Ph. D. degree.

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VIVA-VOCE SHEET

We have conducted the viva-voce examination of the thesis

Submitted by

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Entitled

"Generic Strategies and performance of Nepalese Enterprises"

Is found the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to be accepted as the fulfillment of the requirements for the degree of Doctor of Philosophy (Ph.D.) in Management.

Viva- voce Committee

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DECLARATION

I hereby declare that the study: “**Generic Strategies and Performances of Nepalese Enterprises**” submitted to the Faculty of Management, Tribhuvan University is my original work done for the Degree of Doctor of Philosophy under the supervision of **Professor Dr. Radhe Shyam Pradhan**, Faculty of Management, Central Department of Management, Kirtipur. Other works on this subject have been duly acknowledged at required places. I declare that this study has not been submitted anywhere for the fulfillment of any Diploma or Degree or M. Phil. partially or fully.

Dhundi Raj Bhattarai

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ACRONYM

3 PL	: Third Party Logistics
A/E/C	: Architectural, Engineering and Construction
ABJ	: Anderson, Banker and Janakiraman
Adv	: Advertising expenses scaled by sales
ANOVA	: Analysis of Variance
ASSETEMP	: Assets-to-employee ratio
AT	: Asset Turnover
BBCM	: Banket, Byzalov, Ciftci and Mashruwala
BNL	: Bottlers Nepal Ltd. (Balaju)
BNTL	: Bottlers Nepal (Terai) Ltd.
BOS	: Bentley, Omer and Sharp
BVPS	: Book Value Per Share
CAPEX	: Capital expenditure on property, plant and equipment scaled by sales.
CAPINT	: Capital intensity i.e. book value of plant and equipment scaled by sales
CEO	: Chief Executive Officer
CFA	: Confirmatory factor analysis
CFO	: Cash from Operating Activities Scaled by Sales
CIIPM	: Continuous Improvement of International Project Management
CIO	: Chief Information Officer
CL	: Cost Leadership Strategy
COGS	: Cost of goods sold
CRM	: Customer Relationship Management
DA	: Discriminant Analysis
Diff	: Differentiation Strategy
DiffCL	: Interaction of Differentiation and Cost Leadership Strategy
DU	: Demand Uncertainty
EA	: Employee to assets
EBIT	: Earnings Before Interest and Taxes scaled by Total Assets
EC	: employee commitment
EFA	: Exploratory Factor Analyses

EMFs	:	emerging market firms
EMS	:	Environmental Management System
EOSF	:	Earnings on Shareholders' Funds
EPS	:	Earnings Per Share
ESM	:	Entrepreneurial Strategy Making
EU	:	European Union
FHL	:	Fluer Himalayan Ltd.
FMM	:	Federation of Malaysian Manufacturers
GRUL	:	Gorakhkali Rubber Udhog Ltd.
HDL	:	Himalayan Distillery Ltd.
HKLA	:	Hong Kong Logistics Association
HPHR	:	High- Performance Human Resource
HRM	:	Human Resources Management
IPO	:	Initial Public Offering
KMO	:	Kaiser-Meyer-Olkin Measure
LCPs	:	Low cost producers
LOS	:	Level of Significance
LPR	:	labor productivity ratio
MANCOVA	:	Multivariate Analysis of Covariance
MARGIN	:	Gross margin i.e. sales scaled by cost of goods sold
MCS	:	Management Control Systems
MDs	:	Managing Directors
MNCs	:	Multi-National Companies
MNE	:	Multinational Enterprises
MPC	:	Manufacturing Public Corporations
MRA	:	Multiple Regression Analysis
MV	:	Market Capitalization at the end of fiscal year
MVE	:	Market Value of Equity scaled by Total Liabilities
MVPS	:	Market Value Per Share
NBBUL	:	Nepal Bitumin & Barrel Udyog Ltd.
NEPSE	:	Nepal stock exchange
NKUL	:	Nepal Khadya Udhog Ltd
NLOL	:	Nepal Lube Oil Ltd.

OCE	:	Organization's Commitment to its Employees
OHL	:	Oriental Hotel Ltd.
P	:	Market price per share
PE	:	Book value of plant and equipment
PER	:	Price Earnings Ratio
PIMS	:	Profit Impact of Market Strategy
PM	:	Profit Margin
QM	:	Quality Management
QM	:	Quality Management
Qual	:	Quality performance
R&D	:	Research and development intensity i.e. Research and development expenditure scaled by sales
RE	:	Retained Earnings scaled by Total Assets
Rev	:	Sales revenue
RJML	:	Raghupati Jute Mills Ltd.
ROA	:	Return on Assets
ROCE	:	return on capital employed
ROI	:	Return on Investment
ROS	:	Return on Sales
ROTA	:	Return on Total Assets
S	:	Sales scaled by Total Assets
S&L	:	Savings and Loans
SBU	:	Strategic Business Unit
SCAPEX	:	Sales to capital expenditure on property plant and equipment
SCQM	:	Supply Chain Quality Management
SD	:	Standard Deviation
SEBON	:	Security Board Of Nepal
SEM	:	Structural Equation Modeling's
SG&A	:	Selling intensity i.e. selling, general and administrative expenses scaled by sales
SGA	:	Selling, general and administrative cost
SHL	:	Soaltee Hotel Ltd.
SIC	:	Standard Industrial Classification

SMEs	:	Small and Medium-sized Enterprises
SMSAs	:	Standard Metropolitan Statistical Areas
SPE	:	Sales to book value of plant and equipment
SPSS	:	Statistical Package for Social Science
SR-SCM	:	Socially Responsible-Supply Chain Management
SSML	:	Shree Ram Sugar Mills Ltd.
SU	:	Supply Uncertainty
TC	:	Target Costing
TQ	:	Value of Tobin's Q
TQM	:	Total Quality Management
TRHL	:	Tara Gaun Regency Hotel Ltd.
TU	:	Technological Uncertainty
UGC	:	University Grants Commission
UK	:	United Kingdom
UNL	:	Uniliver Nepal Ltd.
USA	:	United Stare of America
WC	:	Working capital scaled by total assets
Z	:	Value of Altman Z-score