

Post Graduate Diploma in Management (Hospital & Health Management)
PGDM – 2022-24 Batch

2nd Year - 5th Term Examination

Course & Code	: Strategic Planning-HOM_HEM 708	Reg. No.	:
Term & Batch	: V, 2022-24	Date	: December 12, 2023
Duration	: 3 Hrs.	Max. Marks	: 70

Instructions:

- Budget your time as per the marks given for each question and write your answer accordingly.
- Don't write anything on the Question Paper except writing your Registration No.
- Mobile Phones are not allowed even for computations.

Directions: - Attempt five questions in all. Question no. 1 and Question no. 7 are compulsory.
- **Kindly attach question paper along with the answer sheet**

PART A - (5x2=10 marks)

- 1 (A): Answer the following in not more than 100 words
- a) How mission is different from vision?
 - b) Define Strategic Leadership.
 - c) What are core competencies?
 - d) What is Retrenchment strategy?
 - e) What do you mean by Blue Ocean Strategy?

(B): MCQ (5x2=10 marks)

1. When does horizontal integration occurs:
 - a) When firm acquires a major competitor
 - b) When firm acquires or merges with unrelated business
 - c) When firm acquires or merges with a distributor
 - d) When firm acquires or merges with a supplier firm
2. Stability strategy is a level strategy
 - a) Corporate
 - b) Business
 - c) Functional
 - d) Operational
3. In the BCG matrix, what is the label of the horizontal axis?
 - a) Industry growth rate
 - b) Market share
 - c) Market growth rate
 - d) Business strength

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4. Hind pharmaceutical is planning to sale it's marginal business. Which one of the following strategies is being implemented by the group?
- a) Retrenchment
 - b) Liquidation
 - c) Acquisition
 - d) Joint Venture
5. Porter's 5 forces do not include one of the following:
- a) Bargaining power of the suppliers
 - b) Threat of new entrants and barriers to entry
 - c) Threat of technological advancement
 - d) Threat of substitutes

PART B- Attempt any Three(3x10=30 Marks)

1. Describe Strategic Planning Process. Differentiate between Strategic fit, strategic intent and strategic leverage.
2. Do PESTLE analysis of an industry of your choice.
3. How do firm identify internal strengths and weaknesses? Why it is vital for managers to have a clear understanding of their firm's strengths and weaknesses?
4. Draw and explain BCG matrix and GE multi factor matrix for any cosmetic product of your choice.
5. Explain about Strategy and Corporate Evaluation and feedback in the Indian context.
6. What is the role of leadership in strategic management? Illustrate your answer taking a few contemporary examples.

PART C-Case Study (20 marks)

7. Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following: (i) transfer of the manufacturing line from the competitor to Meters Limited; (ii) manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and (iii) marketing by the competitor. The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial ompensation for the manufacturing effort.

The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

Read the above case and answer the following questions:

Q.(a) What is divestment strategy? Do you see it being practised in the given case? Explain.

Q.(b) What is stability strategy? Should Meters Limited adopt it?

Q.(c) What is expansion strategy? What are the implications for Meters Limited in case it is adopted?

Q.(d) What are your suggestions to the Chief Executive?