



International Institute of Health Management Research (IIHMR), New Delhi

PGDM (HOSPITAL AND HEALTH MANAGEMENT)

(Batch 2022-2024)

RE_SUPPLEMENTARY EXAM (4th Term)

SUPPLEMENTARY EXAM (5th & 6th Term)

HOM_HEM 708-Strategic Planning

Date: June 19, 2024

Timing & Duration: 02:30-05:30 P.M. (3 Hrs.)

Max. Marks: 100

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.
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Directions: Attempt six questions in all. Question no. 1 and Question no. 8 are compulsory.

Q1. Write down short notes on the following (Any 5) (Max. 150 words) (5 x 6 = 30)

- (a) BCG Matrix
- (b) Horizontal Integration
- (c) VRIO Framework
- (d) Strategic Intent
- (e) Turnaround Strategies
- (f) Strategic Business Unit
- (g) Value Chain Analysis
- (h) Strategic Leadership

Q2. The strategic management process encompasses three phases-strategy formulation, implementation, and evaluation and control. —Discuss.. (10 marks)

Q3. (a) Assuming yourself to be the Chief Executive of an organization, relate the difficulties you would face in choosing and setting the objectives of the organization. (5 marks)

(b) What is blue ocean strategy and how is it different from red ocean strategy? (5 marks)

Contd...2..

Q4. Discuss the conditions under which an organization can attain cost leadership and differentiation simultaneously. How is this achieved? (10 marks)

Q5. A large business group wishes to identify strategies for the various businesses in its portfolio. How can it go about doing this using GE nine cell matrix. (10 marks)

Q6. Porter's Model helps with the structural analysis of the environment. How does this model work. (10 marks)

Q7. (a) Discuss the different elements that constitute the evaluation process for operational control? (5 marks)

(b) Discuss the personal and political implications of strategic change? (5 marks)

Q8. Read the following case study and answer the question that follows: (30 marks)

Tangy spices Ltd, the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turnaround its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy spices Ltd has revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future.

Q(1) What strategic alternative is followed by Tangy spices Ltd?

Q(2) Is the hostile takeover by an Indian company appropriate?

Q.(3) Why the Tangy Spices Ltd. is interested in this takeover?

Q.(4) Why the promoters are reluctant to transfer the shares after the agreement?