

Post Graduate Diploma in Management (Hospital & Health Management)

PGDM – 2023-25 Batch

2nd Year – 3rd Semester End Examination

Subject & Code : Strategic Planning-HOM_HEM 708 **Reg. No.** :
Semester & Batch : III, 2023-25 **Date** : 17-10-2024
Time & Duration : 10:30 A.M.-01:30 P.M. (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.

Part A: Q.1 to Q.10 all questions are compulsory (10 X 2 Marks = 20 Marks)
One liner, MCQs, True/False

Mark the correct option in the question paper for Q1-Q10 (attach question paper with the answer sheet)

1. The fundamental purpose for the existence of any organization is described by its
 - a. Policies
 - b. Mission
 - c. Procedures
 - d. Strategy
2. Low cost, Differentiation and Focus are examples of
 - a) Corporate Strategies
 - b) Marketing Strategies
 - c) Operational Strategies
 - d) Business Strategies
3. Torrent Pharma is present in the therapeutic segment of the cardiovascular, central nervous system, gastrointestinal (GI), and women's healthcare and has acquired Curatio, a leading player in the cosmetic dermatology segment, having operations in India, Nepal, Sri Lanka, and the Philippines. How could this deal impact Torrent Pharma?
 - a) Expansion to new markets
 - b) Expansion of product range
 - c) Both A and B
 - d) Only A

Contd...2..

4. Which of the following is NOT a major element of the strategic management process?
 - a. Formulating strategy
 - b. Implementing strategy
 - c. Evaluating strategy
 - d. Assigning administrative tasks

5. In the GE Mc Kinsey matrix, what is the label of the horizontal axis?
 - a) Industry growth rate
 - b) Market share
 - c) Market growth rate
 - d) Competitive Strength of Business unit

6. GSK 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

7. Geographical Diversification, Product diversification and Entry Mode are the domains of:
 - a. Functional Strategy
 - b. Business Strategy
 - c. Corporate Strategy
 - d. All the Above

8. Attractiveness of firms' while conducting industry analysis should be seen in –
 - a. Relative terms
 - b. Absolute terms
 - c. Comparative terms
 - d. All the above

9. Which of the following refers to a situation where a product generates high profits which can then be invested in developing new products?
 - a. Dogs
 - b. Cash cows
 - c. Question marks
 - d. Growth stage

10. The Tata group and Singapore Airlines Ltd are working on merging their airline businesses Air India and Vistara. What could be the objective behind this move:
 - a) Optimize resources
 - b) Develop competitive advantage over industry leader IndiGo
 - c) Both A & B
 - d) None of the above

Part B: Q.11 to Q.15 attempt any four questions (4 X 5 Marks = 20 Marks) - Short Notes

Q11. Write short notes on the following:

- a. Value chain analysis
- b. Process of Strategic Evaluation

Q12. Identify two strengths, two weaknesses, two opportunities, and two threats that might be common to many urban corporate hospitals.

Q13. Explain the GE Multifactor Portfolio Matrix with suitable examples.

Q14. A baby product company plans to increase the sale of the current products in current market, what strategic options are available to the company? Discuss?

Q15. Explain with example the terms Mission, the Vision, and the Strategic Intent Statements. Why and when is there likely to be conflict between them.

Part C: Q.16 to Q.19 attempt any two questions (2 X 10 Marks = 20 Marks) - Long Notes

Q16. A rural hospital is facing declining patient numbers and financial difficulties. Outline three potential strategic initiatives to address these challenges.

Q17. Apply Porter's Five Forces model to analyze the competitive environment of the smartphone industry.

Q18. Explain why strategic management has become crucial in today's dynamic health care environment? What are the major activities of strategic management? How are they linked together.

Q19. Describe the role of strategic leadership in the strategic implementation process.

Q20. Case Study (10 Marks)- Compulsory

Bharat Healthcare is a leading chain of hospitals with an annual turnover of Rupees one thousand crores. It employs about 2,000 persons in its hospital in Punjab and its other hospitals in India and abroad. The Personnel Administration and Human Resources Department of the company is headed by Mr. Frankie-the Chief Personnel Manager. Mr. Frankie, a hotel management graduate joined the company 5 years ago as Training and Development Manager. After a successful stint of 4 years as Training Manager, he was transferred to Personnel Administration and Human Resources Department as the Chief Personnel Manager as a part of Career development plan. Mr. Vikas, MBA in Human Resources from a renowned Business school, joined the company as Personnel Manager only 3 months back. He reports to Mr. Frankie-the Chief Personnel Manager. He handles all routine personnel and operational matters. One day, during informal discussion with Mr. Frankie, Mr. Vikas suggested him of linking Human Resources Management with Company's strategic goals and objectives to further improve business performance and also to develop Organizational culture that fosters more innovative ideas. He also advocated creating abundant 'Social Capital' on the ground that people tend to be more productive in an environment which has trust and goodwill embedded rather than which is highly hierarchical and formal.

Mr. Frankie disagreed with Mr. Vikas and told him that the role of Human Resources Department was only peripheral to the business and all his suggestions about its strategic role were beyond the purview of Personnel Administration and Human Resources Department. After this, Mr. Vikas started having number of arguments with Mr. Frankie in several issues relating to personnel and industrial relations since he felt that a person with a degree in Human Resources Management was in a far better position to run Personnel Administration and Human Resources Department. Mr. Frankie--the Chief Personnel Manager had often shown his displeasure on Mr. Vikas's argumentative - tendency and had made it known to the Chief Operating Officer. The Chief Operating Officer called Mr. Frankie in his office to inform him that he has been elected for an overseas assignment. He further told him to find a suitable person as his successor; he even suggested Mr. Vikas as a possible candidate. Mr. Frankie, however, selected Mr. Loy, who was working as Training Manager in a Multinational Company for the last 5 years. Mr. Vikas, soon started having arguments with Mr. Loy also over number of issues relating to employee relation since he felt that he had no experience in handling human relations matters. Mr. Loy now realized that Mr. Vikas was trying to make things difficult for him. After a series of meetings with the Chief Operating Officer, Mr. Loy eventually succeeded in convincing him to transfer Mr. Vikas to an office outside Punjab. On learning about his impending transfer, Mr. Vikas wrote a letter to the Chief Operating Officer joining details of various instances, when Mr. Loy had shown his incompetence in handling problematic situations. When asked for explanation by the Chief Operating Officer, Mr. Loy had refuted almost all the allegations. The Chief Operating Officer accepted his explanation and informed Mr. Vikas that most of his allegations against Mr. Loy were unwarranted and baseless. He further advised him to avoid confrontation with Mr. Loy. Mr. Vikas then wrote a letter to the Chairman repeating all the allegations against Mr. Loy. On investigation, the Chairman found most of the allegations true. He then called all the three--the Chief Operating Officer, the Chief Personnel Manager and the Personnel Manager in his office and implored them to forget the past and henceforth to work in coordination with each other in an environment of Trust and Goodwill.

Read the above case and answer the following questions:

- I. Identify and discuss the major issues raised in the case and comment on the recruitment of the two Chief Personnel Managers.
- II. Do you agree with suggestion offered by Mr. Vikas to Human Resources Management with the company's strategic goals? If yes, suggest prominent areas where Human Resources Department can play role in this regard.