CASE STUDIES

Question 1.
A shoe manufacturing company wants to become a market leader. For this a detailed planning is required. The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2,50,000. The team doesn't want to make any mistake so they decide to do proper planning. They decide to chalk out alternative plans so that they can arrive at the best possible plan. However the team is surrounded with doubts. To remove doubts it goes for judging the plans to get the most profitable one. The plan is taken to the whole organisation and the concerned persons. Ultimately it is put into action. Without much caring for the results the company starts working on the other project simultaneously. Identify the steps in the planning process which have been applied by the organisation in the above case?
Answer:
In the above case the steps of planning which are applied are:

1. **Setting Objectives.** The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2,50,000.
2. **Identifying alternative courses of action.** They decide to chalk out alternative plans so that they can arrive at the best possible plan.
3. **Evaluating the different courses of action.** To remove doubts it goes for selecting the plan which can be considered as the most profitable.
4. **Selection of the best plan.** The best plan is finalised.
5. **Implementation of the plan.** Ultimately it is put into action.

Question 2.
"Indian Drugs and Pharmaceuticals Ltd." is engaged in the manufacturing and distribution of medicines. The company has set-up an objective of increasing its sales turnover by 20%. To achieve this objective the company has decided to diversify into baby health care products. Since the company has already set its objectives and developed the premises based on the same, it wants your help for the remaining steps to be taken in this process. Explain briefly these steps. [2016 Compti. D]
Answer:
Following are the remaining steps in the planning process.

1. **Identifying alternatives.** In this step various alternative courses of action are identified. The identified course of action can either be routine or innovative in nature. An innovative course of action involves sharing of ideas by more and more people.
   In important projects more and more alternatives should be generated and discussed.
2. **Evaluating alternative courses.** In this step the positive as well as negative aspects associated with each and every alternative course of action is evaluated and analysed. In other words, the pros and cons of each alternative is studied.
3. **Selecting an alternative.** In this step the best plan is adopted and implemented. That plan is selected which has minimum negative aspects. The ideal plan should be the one which is most feasible and profitable.
4. **Implementing the plan.** In this step plans are put into action. All other managerial functions come into picture in this step. It involves doing what is required for the purpose of implementation of plan.
5. **Follow-up action.** This step involves monitoring of the plans. This step ensures that plans are being implemented and activities are performed as per schedule.

Question 3.
In the above case identify the steps of the planning process which are not indicated?
Answer:
The steps of the planning process which are not indicated in the above case are:

- Developing premises

Operations Management Eleni Case Studies With Answers Full

Rose Arny

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