IIHMR UNIVERSITY

Institute of Health Management Research

MBA Hospital and Health Management

Batch-22 (2017-2019)

Hospital Management

Strategic Management

Term Examination

Time - 3 Hour **MM-70**

The question paper contains 2 printed page.

Q. 1. Answer in one word or one line(Each question carries two marks) 24 Marks

1. According to Michael Porter Strategy is about ....
2. What are the tenets of external environment analysis?
3. Write the two contraction strategies and explain them?
4. Write the two positioning strategies and explain them?
5. Write any two differences between Directional and Adaptive Strategeis.
6. Operational Strategies are pertaining to which functional areas?
7. Give definition of Retrenchment.
8. In what ways can you develop culture in an organization. Write any two.
9. Write two characteristics of Strategic Control.
10. Give the definition of Venture Capital.
11. Give two examples of purchasing strategies, if you must enter into a new market.
12. Give the example of two strategies which you can adopt if you are on decline stage of PLC

Q. 2. Read the following case and answer the questions below –

When you run Corporate India's largest, most ambitious and most celebrated rural initiative, you better know the following:
1) That adversities could crop up unexpectedly.
2) That some adversities can be turned into opportunities.
3) And that every little opportunity has to be made most of.

It was so with ITC, the company behind the e-Choupal initiative that had reached four million farmers in six states in six years till 2006. At one point, the company was opening 5-6 e-Choupals a day and had a target of reaching 100 million farmers. That hit a roadblock of sorts in 2006-07. The very basis of the e-Choupal's core business-commodity sourcing from farmers directly-was endangered with the government clamping down on companies trading with farmers directly. The trigger for the government reaction was the spike in wholesale price inflation, which rose close to double-digit figures in case of some commodities in 2006-07.
Though the impact varied from state to state, the larger foreboding was loud and clear: The acts of government taken in the national interest could hobble e-Choupal's anchor business, even if temporarily. What does the company do then? Roll out plans for Version 3 of e-Choupal that will add at least two more anchor businesses to start with and deepen the engagement with individual farmers way beyond what was being done in Version 1 and 2. "The idea is to discover new anchor businesses and try and insulate the e-Choupal model from the risks of reversal in government's agri reforms," says S. Sivakumar, Chief Executive, Agri-Business, ITC, and the man who scripted the e-Choupal model of business.

Technologically, it would mean adding mobile phones to the existing channels of Net-based computers and Choupal Saagars, the one-stop shops catering to all the needs of the rural community. As the company scoped around for new opportunities, it found many-some emerging from the adversities that have got it rethinking. These opportunities not only make transition to Version 3 possible, but also help modify the existing strengths of Version 1 & 2 (see box above). It's spotting of these opportunities and turning them into current and future businesses that has become a case study in persevering with rural India.

Opportunity:Farmers willing to invest more

Response: Offer them services they really need, and are willing to pay for

Though the average farm productivity is still low in India, the last 10 years have seen an unprecedented rise in farmers' income. This has been driven by a record increase in the price of agricultural produce (government's minimum support prices for food grains alone have risen by 30-90 per cent in two years) and a good run with monsoons-this year's deficiency notwithstanding.

1, 2, 3 of e-Choupal

Version 1.0

The Start

IDEA: To give power of scale to small farmers by aggregating them as sellers (of produce) and as buyers (of farm inputs)

FARMERS' GAIN: They get bargain and choice - the two key virtues of competition

ITC'S GAIN: Access to inputs for its agri business; offer the use of network to other companies

Version 2.0

The Scale-up

REACH: By 2006, 40,000 villages covering 4 million farmers

OFFERING: Network now offered five services:

Information: weather, price, etc.

Knowledge: farming methods, soil testing, etc.

Purchase: Seed, fertiliser...to insurance

Sales: Farmers sell crops to ITC centres

Other: Cattle care, water harvesting, women employment etc

Version 3.0

The Deepening

NEW BUSINESSES: Add two new anchor businesses: 1) Rural jobs and employability and 2) Personalised agri services. Plus strengthen existing commodity sourcing

MORE INTERACTION: Through Choupal Saagars and Haats and via mobile phones

NEW TECHNOLOGY: Use of especially enabled mobile phones, in addition to PCs, for two-way interaction with farmers; use of analytics; new partners

Question -1 You are the CEO OF ITC, What version do you think you will choose? Prepare a detailed operational plan to make e-choupal a success (30 marks)

Question 2 Write the mission and vision statements for e-choupal (8 marks)

Question 3 What adaptive strategies will you choose to make e-choupal a success (8 marks)