

Fourth Semester M.B.A. Degree Examination, May 2011**BUSINESS ADMINISTRATION****Strategic Management****(Regular and Repeaters)**

Time : 3 Hours

Max. Marks : 75

SECTION – A**(Compulsory)****Note :** Answer to the **question** should not exceed **six** pages.

1. Why do companies persist in strategic planning in spite of difficulties and frustration with results ? Illustrate your answers with suitable examples. **(1×15=15)**

SECTION – B**(5×9=45)****Note :** Answer **any five** questions. **Each** question carries **9** marks and answer for **each** question should not exceed **five** pages.

2. Describe the process of strategic management. Give a comprehensive model of strategic management.
3. Explain the essential characteristics of a mission statement. Why this is important in strategy formulation ?
4. What strategic related factors affect environmental appraisal ? How is a summary of ETOP prepared ?
5. What sources of information can be used for appraising an organisation ? Explain the technique of balanced score card.
6. Explain the four alternative corporate level strategies with examples.
7. Objectives affect resource allocation. Can resource availability affect objective setting. How ?
8. "Enumerate the different structural mechanisms required to implement a strategy.
9. Explain the five competitive forces in an industry as identified by Porter.

P.T.O.



SECTION – C
(Compulsory)

10. Case Analysis :

Note : Answer to the question should not exceed six pages.

(1×15=15)

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meagre annual capacity of making six lakh tonnes of HR coils while SAIL sold over 1,600 lakh tonnes in the same time ? Should Lloyds follow the market leader or adopt its own unique approach to its business strategy ? It is in the context of such questions that Lloyds, attention came to rest on the manufacturing process.

Almost all steel producers adopt the blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So, manufacturing batch size has to be large enough to take up customised orders. The raw material, iron ore, has to pass through several complex stages of manufacturing.

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in the Electric Arc Furnace technology where the unique feature was that initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a much smaller batch size of, say, 100 tonnes and deliver quickly. For instance a 1,000-tonnes small order of specialised product custom-made to buyer's specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

Question

Comment on the nature of the business strategy of Lloyds. What are the conditions in which such a strategy would succeed ? Could fail ?

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Fourth Semester M.B.A. Degree Examination, May 2011

(Regular & Repeaters)

BUSINESS ADMINISTRATION

International Business Environment

Time : 3 Hours

Max. Marks : 75

SECTION – A

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

1. Explain the significance of international business to a developing nation.

SECTION – B

(5×9= 45)

Note : Answer **any five** questions. Each question carries **9** marks. Answer to each question should **not** exceed **five** pages.

2. Discuss different approaches to international trade.

3. Elucidate the product life cycle theory.

4. Explain the impact of global forces on international business.

5. Describe the role of UNO in developing international trade.

6. Explain the concept of currency area.

7. What are the advantages of international debt market ? Explain.

8. Explain the need and importance of outsourcing.

9. Examine the impact of political forces on international business.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed more than **six** pages.

10. In September 2003, member countries of the World Trade Organization (WTO) met at Cancun, Mexico, for a regular ministerial conference. The meeting, which was expected to improve trade between the member countries unfortunately ended in failure. In response to the Draft Ministerial text offered at the Cancun meeting under the leadership of Brazil and India, both developing and the poorer countries of the world came together and formed a group known as G-22. G-22 aimed to oppose the dominance of the U.S. and the European Union (EU) and prevent them from imposing trade agreements on developing and underdeveloped countries.

Questions for Discussion :

- a) Analyse the role of WTO in global trade liberalization.
 - b) How successful has the WTO been in attaining its objective of regulating international trade between countries ? Justify your answer.
 - c) The rules and regulations of international trade framed by the WTO have been largely influenced by the developed nations led by the U.S. The failure of the Cancun meet indicates the increasing role played by developing nations in making the policies of WTO. Comment.
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Fourth Semester M.B.A. Degree Examination, May 2011**BUSINESS ADMINISTRATION****Entrepreneurship Development and Small Business****(Regular and Repeaters)**

Time : 3 Hours

Max. Marks : 75

SECTION – A**(1×15=15)****(Compulsory)****Note :** Answer to the question should **not** exceed **six** pages.

1. Examine the major theories of entrepreneurship and discuss their significance.

SECTION – B**(5×9=45)****Note :** Answer **any five** questions. **Each** question carries **9** marks and answer for **each** question should **not** exceed **five** pages.

2. Discuss the relevance of marketing concept to new ventures.
3. Discuss the problems and benefits of acquiring established business.
4. Why is entrepreneurship development (EDP) essential in small scale industries ?
5. Discuss the venture capital as good source of finance for financing a new venture.
6. Discuss the important stages of the life cycle of an entrepreneurial venture.
7. Discuss the steps in obtaining a patent and the legal aspects to be followed.
8. Discuss the causes and consequence of failure of a small business.
9. Write a note on :
 - a) Registration of trademark
 - b) Concept of pricing.



SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

10. Read the case and answer the question at the end.

Bharathi Heat Exchangers Ltd., is into building quality industrial boilers since 1974. By 1990, it was the second largest boiler manufacturer in India. The company had 750 employees on rolls.

During the 1980s, the companies profits increased significantly the success of the company was attributed to its single product line (boilers) with standardized design. During this time, the company concentrated on improving its existing model rather than developing new models or new products. By the late 1980s, the company gained expertise in manufacturing boilers. The company was able to build and deliver advanced boilers to its clients within their budget and on time. Overwhelmed by their own expertise in building boilers, the company was extremely complacent and felt that this successful trend would continue.

But the companies's financial statements in 1991 showed decreasing profits due to the sharp decline in orders for boilers. Problems began when the company's clients began demanding boilers as per their specification. Although the company had the technical expertise to build boilers according to customer specification, it incurred losses due to cost and schedule overruns. These losses were mainly due to the management's inability to plan and estimate the cost of manufacturing boilers according to the new designs given by the clients.

This made the company search for alternate ways of managing its projects. At a quarterly review meeting, the companies CEO, Rajeev Dutta, said, "we can no longer manage the activities in the company using traditional management practices. It is high time we consider every clients order as a separate project". He also commented that, "Managers should understand that managing projects require a completely new set of tools and skills. The need of the hour is project management". But, the senior managers who were with the company from its inception felt otherwise. Ashok Singhal, one of the senior managers, felt that there was no difference between a project and a process. He said that the functional approach used to manage process, which had proved effective for 20 years, would be good enough to handle the new projects also.

Questions :

- 1) Why do you think that a company which was successful for 20 years suddenly ran into problems ?
 - 2) Do you agree with Singhal's statement, "processes are not different from projects" ? What are the salient features of a project ?
 - 3) Do you think that Dutta's suggestion to implement project management in the company is viable ? What is project management ?
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Fourth Semester M.B.A. Examination, May 2011

(Regular and Repeater)

BUSINESS ADMINISTRATION

Financial Services (Elective – III)

Time : 3 Hours

Max. Marks : 75

SECTION – A

(Compulsory)

Note : Answer **any two** questions. Each question carries **12** marks. Answer to each question should **not exceed six** pages. Scientific calculators, statistical and mathematical tables and present value and future value tables are allowed.

(2×12=24)

1. "The scope for merchant banking is great in India". Explain ?
2. Describe the advantages of internet trading.
3. Elucidate the role of depositories in the development of Indian capital market.

SECTION – B

Note : Answer **any three** questions. Each question carries **12** marks. Answer to each question should not exceed **six** pages.

(3×12=36)

4. Examine the impact of nationalisation on Indian banking industry.
5. Discuss the changing trends in insurance sector in India.
6. Explain the importance of investment of surplus funds.
7. A company wants to lease Rs. 10 lakh equipment. The lessor requires eight annual end of the year lease payments of Rs. 1,75,000. The company's marginal tax rate is 35 percent. If it buys the equipment, it can write off the written down cost of asset at 25 percent. The company's borrowing rate is 15 percent. Should the company lease the equipment ? Use equivalent loan method to answer the question.

P.T.O.



8. ABC company has an investment plan of Rs. 108 lakh. The tax relevant rate of depreciation of ABC is 25 percent; its cost of capital and cost of debt are 16 percent and 14 percent respectively and it is in 40 percent tax bracket. ABC is examining a hire purchase plan with the following salient features.

The flat rate of interest charged by Hiree is 16 percent. Repayment of the amount is made in 4 equated annual installments in arrears. ABC is required to make a down payment of 20 percent. Assume that the effective interest rate method is used to allocate the total charge for credit. Calculate the net advantage of hire purchase and comment on your result.

SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed more than **six pages**. (1×5=5)

9. CRISIL awarded 'AAA' rating to XYZ Company purely based on the following financial data.

Particulars	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11
Sales	417	461	479	526	666
Liabilities	292	302	332	366	401
Reserves/funds	77	125	134	143	178
Borrowings	112	60	75	92	80
Current liabilities and provisions	77	92	95	102	112
Assets	292	302	332	366	401
PBIT	29	67	26	30	78
Current assets	135	143	182	200	191
BSE closing price	177	415	146	143	115
Outstanding shares	7147631	7147631	7462563	7462563	7462563

Comment on the decision of CRISIL. Show your working notes to defend your arguments.

Fourth Semester M.B.A. Degree Examination, May 2011**(Regular & Repeater)****BUSINESS ADMINISTRATION****International Financial Management (Elective – IV)**

Time : 3 Hours

Max. Marks : 75

*Note : 1) Answer all Sections.**2) Scientific calculators, statistical and mathematical tables and present value and future value tables are allowed.***SECTION – A****(2×12=24)****Note : Answer any two questions. Each question carries 12 marks. Answer should not exceed 6 pages.**

1. Discuss the different exchange rate regimes and their merits and demerits.
2. Discuss the utility of different financial instruments available in the international financial markets.
3. Discuss the different transfer pricing methods.

SECTION – B**(3×12= 36)****Note : Answer any three questions. Each question carries 12 marks. Answer should not exceed 6 pages.**

4. Suppose that the following quotes are received for spot, one-month, three month, and six-month Swiss francs (SFr) and pounds sterling :

Spot	One month	Three months	Six months
£ : \$ 1.3898-58	21-17	28-22	42-32
SFr : \$ 0.8455-50	6-8	11-16	27-32



- a) Express all the above quotations on an outright basis and compute the bid-ask spreads.
 - b) Which of the above currencies are showing the premium/discount to the spot rates ?
 - c) You read in the financial press that the different currencies have different bid-ask spreads. Discuss the factors that influence these spreads.
5. Two countries, the United States and England, produce only one good, wheat. Suppose the price of Wheat in the United States is \$ 5.35 and in England it is £ 2.85.
- a) According to the law of one price, what should the \$: £ spot exchange rate be ?
 - b) Suppose the price of wheat over the next year is expected to rise to \$ 5.80 in the United States and to £ 3.30 in England. What should the one-year \$: £ forward rate be ?
 - c) If the U.S. government imposes a tariff of \$ 0.40 per bushel on wheat imported from England, what is the maximum possible change in the spot exchange rate that could occur ?
6. A US importer has £ 125,000 to make payment to a UK exporter in 365 days. Assume that the option premium is \$ 0.02 per £ and exercise price is \$ 1.65 per £. Suppose on the day the payment falls due the different possible values of £ are : \$ 1.50, 1.54, 1.58, 1.62, 1.64, 1.65, 1.66, 1.68, 1.73, 1.76, 1.84.
- a) Find the position of US importer who has bought European call option. Workout his profits/losses for all the above rates scenarios.
 - b) Find the position of US importer who has bought forward/futures contract. Workout his profits/losses for all the above rates scenarios.
7. Discuss the factors to be considered in working capital management in a multinational corporation.
8. Illustrate a country's Balance of Payments by taking hypothetical numbers for various items to be shown in the statement.



SECTION – C (Compulsory)

(1×15=15)

Note : Answer should **not** exceed **6** pages.

9. Bharati International, an India-based multinational company, is evaluating an overseas investment proposal. Bharati International's exports of generic drugs to UK have increased to such an extent that it is considering a project to build a plant in the UK. The project will entail an initial outlay of £ 50 and is expected to generate the following cash flows over its four year life.

Year	Cash flow (in million)
1	£ 20
2	£ 30
3	£ 20
4	£ 10

The current spot exchange rate is Rs. 70 per British pound (£), the risk-free rate in India is 10 percent and the risk-free rate in UK is 6 percent. Bharati International's required rupee return on a project of this kind is 20 percent.

- a) What is the NPV of the project ?
 - b) Based on your answer would you accept the project or reject the project.
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Fourth Semester M.B.A. Degree Examination, May 2011

(Regular and Repeaters)

BUSINESS ADMINISTRATION (Elective – III)

Global Human Resource Management

Time : 3 Hours

Max. Marks : 75

SECTION – A (Compulsory)

(1×15=15)

1. Briefly discuss the primary dimensions on cultural differences as advanced by Geert Hofstede.

SECTION – B

(5×9=45)

Note : Answer any five questions from the following :

2. Do you think national traits and characteristics affect international staffing policies ? Substantiate.
3. "Harvard model lends itself readily to international HRM because of its pluralist nature". Substantiate your arguments with examples.
4. Write an explanatory note on 'polycentric approach' vs 'Geocentric approach' in employed selection process.
5. As a global Head-HR, how do you design an effective performance management system ? Discuss briefly.
6. Summarise the HRD practices followed by the corporations in U.K.
7. Why is it important to include hard, soft and contextual goals when assessing expatriate managerial performance ? Be brief.
8. Discuss the main influences on the development of HRM in the United States.
9. Summarise the merits and suitability of balance sheet approach adopted by MNCs in compensation plans.

P.T.O.

**10. Case Study :**

In the 1970s and 1980s, a major element of the cold war was the dark threat of the Soviet Union's massive fleet of missile-launching submarines. Although U.S. submarines were far outnumbered, they maintained the competitive edge through superior technology. The U.S. had developed a method for manufacturing submarine propellers so that the sub would run so quietly that detection was very difficult. Thus, U.S. subs could monitor and track Soviet subs without being detected themselves.

The U.S. had sub-contracted part of the manufacturing technology to the Toshiba Machine Company of Japan which, in turn, sold it illegally to the Soviets for \$ 17 million. The sale involved eight nine-axis numerically controlled milling machines which were installed at Leningrad's Baltic Shipyard in 1983 and 1984. With this new technology, Russia could now produce a submarine propeller that would be more difficult to detect. The new propellers reduced the detection range from 200 miles to 10 miles. The sale by Toshiba of this secret technology ended the technological advantage that the U.S. subs had once enjoyed. When this illegal sale was made public, the U.S. Congress passed a bill to exclude imports of Toshiba products and hold the firm liable for damages amounting to \$ 30 billion. The U.S. army cancelled an agreement to purchase Toshiba guided-missile technology and terminated negotiations to buy personal computers from Toshiba. Many other orders with U.S. firms were lost by Toshiba.

Meanwhile, in Japan, the chairman and the president of Toshiba resigned. The Japanese Cabinet amended the Foreign Exchange and Foreign Trade Council Law to increase coordinating Committee for Multilateral Export Controls (COCOM). The Japanese government also banned Toshiba from exporting to Communist countries for one year. However heavy the penalties levied against Toshiba, the loss of the U.S. technology had far-reaching implications in the arena of world trade. It is another example of the risk that firms or countries, take when allowing foreign organisations access to their technology. For Toshiba, it has been a struggle overcoming its poor image in the U.S., taking special pains-such as low prices, narrow margins and innovative technology to enlarge its share of the U.S. market.

Questions :

- 1) "Violation of international agreements leads to political risks". Comment on this statement with reference to the Toshiba case.
 - 2) How did the Japanese government view the violations of Toshiba international trade ? What steps did Japan take to mitigate the damage caused by Toshiba ?
 - 3) What were the causes for the resignation of Toshiba's Chairman and what struggle did Toshiba face to overcome its difficulties ?
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4 H 4

Fourth Semester M.B.A. Degree Examination, May 2011

BUSINESS ADMINISTRATION

Elective – IV : Labour Laws

(Regular and Repeaters)

Time : 3 Hours

Max. Marks : 75

SECTION – A

(1×5=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

1. How compensation is decided under various circumstances as per the Workmen's Compensation Act ? Explain the provisions with regard to distribution of compensation.

SECTION – B

(5×9=45)

Note : Answer **any five** questions. **Each** question carries **9** marks and answer for **each** question should **not** exceed **five** pages.

2. State the provisions of Factories Act with regard to health and hazardous process.
3. What are the different types of benefits provided under the ESI Act to the employees ?
4. Explain the provisions relating to the constitution of Provident Fund Scheme and Family Pension Scheme.
5. Describe the circumstances in which gratuity becomes payable to an employee under the Payment of Gratuity Act.
6. Explain the provisions fixation and revision of minimum wages as per the Act.

P.T.O.



7. List out unfair labour practices as mentioned in the ID Act 1947.
8. Elaborate the duties and responsibilities of a registered trade union.
9. Describe the procedure of registration and licencing of establishments employing contract labour.

SECTION – C

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

10. Case Analysis :

An employee is employed in a seasonal establishment. The establishment was in operation for four months only during the accounting year ending 31st March 2010. The employee is not in continuous service during this period. However, he has worked only for eighty days. Giving sufficient justification for your answer, decide :

- a) Whether the employee is entitled to gratuity payable under the payment of Gratuity Act, 1972 ?
- b) Would your answer be different, in case the employee worked for hundred days ?

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Fourth Semester M.B.A. Degree Examination, May 2011

(Regular & Repeater)

BUSINESS ADMINISTRATION

International Marketing Management (Elective – III)

Time : 3 Hours

Max. Marks : 75

SECTION – A

(1×15=15)

Note : Answer to the question should not exceed six pages.

1. Describe the main channels of distribution used in export market. Which one would you recommend for the products of small manufacturers and why ?

SECTION – B

(5×9= 45)

Note : Answer any five questions. Each question carries 9 marks and the answer to each should not exceed five pages.

2. Discuss various payment terms in international marketing.
3. What are the incentives offered by the government for export promotion ?
4. Explain the important international pricing objectives and the factors which influence international pricing.
5. Why do you think a company should or should not market same product in same way around the world ? Discuss with the help of suitable examples.
6. Discuss the scope and importance of international marketing.
7. What documents must accompany an export shipment ? Describe them briefly.
8. Give a brief description of the factors affecting channel decision in international marketing.
9. Discuss the role and functions of EXIM Bank.

P.T.O.



SECTION – C

(1×15=15)

Note : Answer the question should **not** exceed **six** pages.

10. Case Study :

KFC, a fast-food operator, faced immense resistance from some politically active consumer groups when it opened its operations in India. One group proclaimed that opening KFC outlets in the country would propagate a “junk-food” culture. Others proclaimed that this way “the return of imperialistic powers” and was an attempt to “Westernize the eating habits” of Indians. Overzealous local authorities in the city of Bangalore used a city law restricting the use of MSG (a food additive used in the chicken served by KFC) over a certain amount as a pretext for temporarily closing down the outlet, despite the fact that the authorities did not even have the equipment to measure the MSG content in the proportions stated in law. In the capacity of the city of New Delhi a KFC outlet was temporarily closed down because the food inspector found a “house-fly” in the restaurant. Both of these issues got resolved through hectic consultations with these consumer groups and through legal orders issued protecting the interests of the outlets.

- a) In view of the above situation, critically examine the impact of social and political environment on a firm’s operation in international markets.
 - b) Suppose you have been appointed Country Manager (Indian Operations) in KFC, what steps would you take to cope up with situation ?
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Fourth Semester M.B.A. Degree Examination, May 2011

Elective – IV : SERVICES MARKETING

(Regular and Repeater)

Time : 3 Hours

Max. Marks : 75

Note : Answer all Sections.

SECTION – A

(1×15=15)

Note : This is a compulsory question and carries 15 marks. Your answer should not exceed 6 pages.

1. Why is services marketing important today ? Discuss the reasons with reference to the trends in the service sector in India.

SECTION – B

(5×9=45)

Note : Answer any five questions. Each question carries 9 marks. Your answer should not exceed 5 pages.

2. Explain the elements of Service Marketing Mix with appropriate examples from tourism industry.
3. Explain with appropriate examples the different types of perceived risks associated with services.
4. Draw a blue print of service highlighting front and backstage activities for a hospital of your choice. Explain the use of such a blueprint.
5. Discuss with examples the different components of service expectations.
6. Why do government services suffer from image problem ? Discuss the problems and challenges in the marketing of government services. Illustrate your answer.
7. Trace the changes in banking services in India in the last two decades.

P.T.O.



8. Why are services harder to evaluate ? Discuss with examples how customers evaluate services.
9. Explain the marketing challenges in the marketing of insurance products.

SECTION – C

(1×15=15)

Note : This is a **compulsory** question and carries **15** marks. Your answer should not exceed **6** pages.

10. Read the following case and answer the questions given at the end.

Pulin Kayastha was simply amazed. He had seen all forms of hostility and marketing warfare in the consumer goods industry, but to see similar warfare in the health industry fascinated him. Clearly, he told himself, doctors had found consumers in their patients. At least, that's what the concept note sent by Dr. Ajit Varman, country manager of Recovery Clinics and Hospitals, seemed to indicate. Varman and seven other senior doctors had left Karuna Nursing Home and Hospital to set up Recovery, which, as the note said."... Would be entirely devoted and dedicated to customer responsiveness."

Pulin was a management consultant and was recommended to Recovery by the marketing director of Regrow Pharma, a large pharmaceuticals company in Mumbai. Infact, the suggestion to set up Recovery came from a non-resident patient, Dinesh Shah, who was undergoing treatment at Karuna's large speciality hospital in Central India. It was in the course of his interaction with the doctors that Shah sensed their unhappiness with the system. This prompted him to suggest the idea of Recovery. Varman had joined Karuna 10 years ago, assured of a challenging career in a hospital that was promising to be different. But over time, disillusionment set in as Karuna's image and response to the environment diluted its equity.

"Now that we have decided to do this, we do not want to repeat old mistakes," Varman had told Pulin during their first meeting. "Having worked at Karuna, we can see its weaknesses and why it's losing saliency. Ten years ago, when it was established, we believed it was going to add value to our careers; we became a part of it because we were told that we are specialists who would bring exclusivity to the hospital. But soon, the focus shifted to fetching business and revenues. The management started hiring specialists and private practitioners, offering them cabins and consultancy arrangements at Karuna. The strategy was



that these doctors would bring in their patients and use the infrastructure so that the hospital would start earning money.”

The Karuna management wanted to derive short-term benefits, then gradually build up clientele. But the strategy, it appeared, did not pay off. As Varman said; “Because there were many doctors and the business was not large enough in the first few months. Consequently, competition for business became cut-throat between doctors.”

Despite modern amenities, state-of-art systems and numerous doctors, the image of the hospital was that of being too commercial-a fallout of the stigma of being a private hospital. It was common among doctors to slot every hospital under either category-a place where you get neglected to death or a place where you get researched to death. Karuna earned a new label-a place where you got cross-referred to death, for doctors at Karuna slowly took to enhancing each others’ earnings as they sent patients back and forth to doctors and specialists. At the end of his diagnoses, the patient ended up paying a huge amount of money for this treatment.

According to Varman, the high-cost, high-expectation syndrome hit the hospital. The initial promise of exclusivity and quality was lost. Karuna had the best doctors. But after-care was abysmal. With a view to keeping costs low, nurses, house-keeping staff and even the front office staff were hired cheap, training was virtually absent, and no attention was paid to end-user needs.

Kayastha could see recovery trying to be all that Karuna was not and desiring not to be all that Karuna was. If Kayastha thought Varman was hiring him for routine systems design and a patient management manual, he was mistaken. For Varman said; “We want to get Recovery’s positioning platform right and work on a sound marketing plan. What we want you to do is to help us build this brand, help ordinary doctors like us understand what brand-building entails and how it is managed in a service industry.”

Questions :

- a) Suggest a positioning strategy for Recovery Clinics and Hospitals.
 - b) Explain why it would be necessary for doctors as well as nursing staff to be marketing oriented.
 - c) Identify and discuss the service quality dimensions which Recovery Clinics and Hospitals can use for measuring its service quality.
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