

An abstract graphic consisting of overlapping blue squares and rectangles of various shades, creating a pixelated or mosaic-like effect. The pattern is denser on the right side and fades towards the left.

Long Cases

**Understanding Strategic
Management in a
Simple Manner**

With Details of All Cases

CASES

in

STRATEGIC MANAGEMENT

Indian Experiences

VOL. I- IV

Prof. Krishna Kumar
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Teachers Day
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Lucknow

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Cases in Strategic Management

<u>Vol. I</u>	<u>Vol. II</u>	<u>Vol. III</u>	<u>Vol. IV</u>	<u>Vol. V *</u>
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Sl. No.	Title of the Case	Teaching Note	# Pages Text	Case Code
Vol. I				
1	Takshila Engineering Corporation Ltd. (Case in O.D.) Vikalpa Apr. 1982\$	A	6	<u>c02</u>
2	Kamini Bank (Case on Management of Change) Indian Management Jun.1984		2	<u>c04</u>
3	Growth Bank (Case on Strategic Management) Indian Management Aug. 1985\$	A	8	<u>c05</u>
4	Shilpi Ltd. (Case on SSI/Sickness) \$	A	9	<u>c07</u>
5	Mein Kampf (A) (Case on HRD) \$	A	23	<u>c09</u>
6	Mein Kampf (B) (Case on HRD) \$	A	16	<u>c10</u>
7	First National Bank (Case on Organisation Structure) \$	A	16	<u>c11</u>
8	Scooters India Ltd. (A) (Case on Strategic Management) \$ @	A	16	<u>c13</u>
9	Scooters India Ltd. (B) (Case on Strategic Management) \$ @	A	14	<u>c14</u>
10	Scooters India Ltd. C (Case on Strategic Management) \$ @	A	10	<u>c15</u>
11	Scooters India Ltd. (D) (Case on Extraordinary Turnaround) Vikalpa, Apr.-Jun. 2001 @	A	33	c16
Vol II				
12	Apollo Hospital Enterprise Limited (Case on Strategic Management) \$ @	A	34	<u>c17</u>
13	Vindhya Matsya Vikas Nigam (Problems in Strategy Formulation)\$	A	17	<u>c20</u>
14	Parc Tauli Consortium Hospital (A) (Case on Mergers), (Co-authored) \$ @	A	8	<u>c21</u>

15	Parc Tauli Consortium Hospital (B) (Case on Mergers), (Co-authored) \$ @	A	14	c22
16	Parc Tauli Consortium Hospital I (Case on Mergers), (Co-authored) \$ @	A	19	c23
17	Is Small Beautiful (A)? (Challenges to a new leader in public sector institution)	A	4	c30
18	Is Small Beautiful (B)? (Challenges to a new leader in public sector institution)	A	4	c31
19	Is Small Beautiful (C)? (Project Management as Road block in Strategy Implementation)	A	12	c32
20	Is Small Beautiful (D)? (Leveraging Delays in Project Management)	A	7	c33
21	Is Small Beautiful (E)? (Strategy Implementation)	A	18	c34
22	Is Small Beautiful (F)? (Strike- Managing by heart)	A	7	c35
23	Is Small Beautiful (G)? (Containing faculty politics)	A	7	c36
24	Is Small Beautiful (H)? (How to improve infrastructure/ asset utilisation)	A	6	c37
Vol. III				
25	The Fun of Case Writing (A) (Growth is not such a difficult task)	A	2	C38
26	The Fun of Case Writing (B) (Tasks, Complexities and Challenges in Strategy Implementation)	A	11	c39
27	The Power of Check Listing (How we miss the opportunities)	A	3	c40
28	Do We Matter? (Management Perspective and Change)	A	4	c41
29	The Time Estimates (Project Management in Backyard)	A	2	c43
30	The Power of Interior Design (Innovation in Strategy Formulation and Implementation)	A	7	c44
31	Institute of Information Technology (Problem of Portfolio Management and Implementation)		12	c45
32	UP State Tourism Development Corporation (Problems in Objective Setting and Strategy Formulation)\$	A	19	c46

33	Vindhya Pradesh Forest Corporation (Case on Management Control System) \$	A	6	c47
34	City Montessori School (Top Executive Values and Org. Growth Strategy)\$	A	16	c48
35	Industrial Toxicological Research Centre (Problems in Strategy Formulation)\$	A	15	c49
36	Rewards Galore (Case on Incentive System and Leadership)	A	7	c50
37	Promoting Excellence (A) (Case on Management of Academic Personnel)	A	6	c51
38	Research Incentives		3	C52
39	Academic Resource Park (How do we miss opportunities)	A	12	c53
40	The Management Case Tree (Advantages of Surviving through Collaboration)	A	4	c54
41	Creation of a Computer Centre for Training	A	5	c58
Vol IV				
42	Rise and Fall of Kingfisher Airline	A	29	c59
43	Power of a Missed Meal (Strike- Managing by heart)	A	2	c60
44	Promoting Excellence (B)	A	8	c61
45	The Popat		2	c62
46	Adani Enterprise Ltd.	A	24	c63
47	Is Small Beautiful (I)? (Diversification- There is room for every player)	A	18	c64
48	The Thieves		1	c65
49	Kick of Creativity		2	c69
50	The Experiment	A	9	c71
51	Mission at Grassroots		2	c72
52	The Two Worlds		4	c73
53	A Livewire Information System		3	c74
54	The First Beneficiary of OBC Reservation		3	c75
55	Birth of an Orphan		7	c76
56	Hanumans of India		1	c77
57	Gifts of God		3	c78
58	Assets or Liabilities		2	c79

59	Manpower		2	c80
60	Who is better off?		1	c81
61	Shabashi		4	c82
62	Whom do we follow?		2	c83
63	Short Stories on Case Writings		13	c68
		45	576	

	Vol V			
1	Marketing of Bank Services: The Case of Travellers' Cheque	A		c01
2	Janata Bank	A		c03
3	Viplav Bank	A		c06
4	Vikas Bank			c08
5	Bombay Bank	A		c12
6	Central Institute of Medicinal and Aromatic Plants	A		c18
7	The Molehill			c19
8	Suman Industries Ltd.	A		c24
9	Growth Pharma Ltd.	A		c25
10	Kaiserganj railway Workshop	A		c27
11	Bharat Latex Ltd.	A		c28
12	Surprise Institute of Technology			c36
13	The Essence of Case Writing			c42
14	Surprise Institute of Management (A)			c55
15	Surprise Institute of Management (B)			c56

Case numbers 17, 18, 19, 20, 21, 25 and 26 are registered with **Case Centre**

Cases marked \$ had been published in Cases in Strategic Management:

Managerial Experiences (1996) Global Business Press.

All red (**bold**) font nos. included in the book **Tales of Grand Father (English, Hindi, French, German and Spanish Languages)**

Title of case no. 2 is changed to punctuality

Cases 38 (**c51**) and 44 (**c61**) not being shared for the time being

From the Same Author(s)
For details visit www.ekhaikk.in

- 1 Tales of Grandfather**
 - 1 English
 - 2 Hindi
 - 3 French
 - 4 German
 - 5 Spanish
 - 6 Mandarin
- 2 Case Method in Management Education**
 - 7 English
- 3 8 Understanding Strategic Management in a Simple Manner with Focus on Implementation**
- 4 Cases in Strategic Management**
 - 9 Vol I
 - 10 Vol II
 - 11 Vol III
 - 12 Vol IV
 - 13 Vol V
- 5 Post Liberalisation Developments in India: A 25 Years Research Journey of India-From Management Perspective**
 - 14 Vol I
 - 15 Vol II
 - 16 Vol III
 - 17 Vol IV
 - 18 Vol V
- 6 Case Analyses and Instructors' Guide**
 - 19 Vol I
 - 20 Vol II
 - 21 Vol III
- 7 22 Organisation and Ownership**
- 8 23 Miscellaneous Papers and Articles**

***Dedicated
To
My Students and Faculty
Fraternity
Who Inspired Me for Over
Three Decades to
Develop Teaching Material***

CONTENTS

PREFACE	14
02 Talkshila Engineering Corporation Limited*	18
04. Punctuality	24
05 Growth Bank*	26
07 Shilpi & Company	34
09 Mein Kamph (A).....	43
10 Mein Kamph (B)	66
11 First National Bank.....	82
13 Scooters India Limited (A).....	98
14 Scooters India Limited (B).....	114
15 Scooters India Limited (C).....	128
16 Scooters India Limited (D)	138
17 Apollo Hospital Enterprise Limited.....	170
20 Vindhya Matsya Vikas Nigam Limited	204
21 Parc Tauli Consortium Hospital (A).....	221
22 Parc Tauli Consortium Hospital (B).....	229
23 Parc Tauli Consortium Hospital (C).....	243
30 Is Small Beautiful (A)?	262
31 Is Small Beautiful (B)?	266
32 Is Small Beautiful (C)?	270
33 Is Small Beautiful (D)?	282
34 Is Small Beautiful (E)?	289
35 Is Small Beautiful (F)?	307
36 Is Small Beautiful (G)?	314
37. Is Small Beautiful (H)?.....	321

38	<i>The Fun of Case Writing (A)</i>	327
39	<i>The Fun of Case Writing (B)</i>	329
41	<i>Do We Matter?</i>	343
43	<i>The Time Estimates</i>	347
44	<i>The Power of Interior Design</i>	349
45	<i>Institute of Information Technology</i>	356
46	<i>UP State Tourism Development Corporation (UPSTDC)</i>	368
47	<i>Vindhya Pradesh Forest Corporation</i>	387
48	<i>City Montessori School (CMS)</i>	393
49	<i>Industrial Toxicology Research Centre (ITRC)</i>	409
50	<i>Rewards Galore</i>	424
52	<i>Research Incentives</i>	431
53	<i>The Academic Resource Park (ARP)</i>	434
54	<i>Getting Multiple Returns: Writing A Management Case</i>	446
58	<i>Creation of a Computer Centre For Training</i>	450
59.	<i>The Rise and Fall of Kingfisher Airlines</i>	455
60.	<i>Power of a Missed Meal</i>	484
62	<i>The Popat</i>	488
63.	<i>Adani Enterprises Ltd.</i>	490
64	<i>Is Small Beautiful (I)?</i>	514
65	<i>The Thieves</i>	532
69	<i>The Kick of Creativity</i>	533
71	<i>The Experiment</i>	535
72	<i>Mission at Grass Roots</i>	544
73	<i>The Two Worlds</i>	546

<i>74 A Livewire Information System</i>	<i>550</i>
<i>75 The First Beneficiary of OBC Reservation</i>	<i>553</i>
<i>76 The Birth of an Orphan</i>	<i>556</i>
<i>77. The Hanumans of India</i>	<i>563</i>
<i>78. Gifts of God</i>	<i>564</i>
<i>79. Assets or Liabilities?</i>	<i>567</i>
<i>80. Manpower.....</i>	<i>569</i>
<i>81. Who is Better Off?.....</i>	<i>571</i>
<i>82. Shabashi</i>	<i>572</i>
<i>83. Whom do we follow?</i>	<i>576</i>
<i>68 Stories of Case Writing Experiences</i>	<i>578</i>
<i>Instructor's Manual for Cases.....</i>	<i>591</i>
<i>Case Abstracts</i>	<i>591</i>
<i>Useful Research Papers Related To Strategic Management..</i>	<i>592</i>
<i>Case Settings.....</i>	<i>597</i>
<i>Use of Cases In Strategic Management Courses</i>	<i>602</i>

Case Material in this book is prepared only as a basis of class discussions.

Cases are not designed to illustrate either correct or incorrect handling of managerial/ administrative situations

Cases are also not a substitute for learning to be imparted by the instructors through cases and other pedagogical tools

PREFACE

This case book emanates from my (Krishna Kumar) earlier effort **Cases in Strategic Management** published by Global Business Press (1996). However, it is different in many ways. The text part of the book has been taken out as a separate short book (Understanding Strategic Management in Simple Manner: with Focus on Strategy Implementation), to keep the size handy. The Case Book has also been split into four volumes for the same reasons. Provision has been made to read individual Case / Chapter one at a time also. The internet break through allows one to read the cases from anywhere in the globe (including ICUs), at any time in any time zone. The smart phones allow it to be read in flight while waiting for delayed flights, and making use of minutes available from time to time. This all allows necessary flexibility to make use of precious time and increases convenience of reading. One has to remember just one address **ekhaikk.in** to read all that we write on strategic management, sometimes updated daily. Both the text and case book are available on the same website, along with other works.

Several compelling reasons have led to preparation of these new books. The first and foremost is the concern for giving an appreciation of a important discipline, strategic management, to a large number of senior and middle level practicing managers who face and can help their organizations make a headway in facing strategic challenges (but do not have a formal education/ training in management). This appreciation has to be brought in a simple manner, without overloading with complexities and advance level knowledge right away and at the same time providing an opportunity to understand the latter as the interest in the subject develops. This has been done by giving adequate number of references to masterpieces and hyperlinking cases and notes written by authors for the purpose.

The second reason has been to give a complete overview of the strategic management subject. It is observed that in many books of strategic management, including masterpieces, the strategy implementation issues are not adequately covered. Appreciation of the whole strategic management functions requires an understanding of approaches for visualization of nature and scope of strategy implementation tasks and also of what makes these tasks complex and demanding. Scant attention is paid to change issues in carrying out a large number of small and

medium size changes that are associated with strategy implementation. It is also observed that although there is a good number of books on strategic changes of mega size like turnaround and transformations, mergers and acquisition etc., but they are more descriptive and not written in the building block manner, covering various conceptual underpinnings and techniques that can help a beginner in understanding tasks and challenges of strategy implementation.

The third concern has been to share learnings emanating from meaningful case studies (developed by/ in association with authors of the book), which are embedded in the unique socio-economic- techno-political-regulatory-judicial and cultural context of Indian business environment. The cases cover a large variety of case situations, size, industry and types of ownership, which will help the readers in appreciating wider generalizability of strategic management concepts, approaches, tools and techniques.

Such experiences should help in instilling confidence to face strategic challenges; be it turning around a sick company making losses for 24 consecutive years, or increasing MBA batch size three fold in four months, creating computer centre at 1/3 of expected cost, or meeting the challenge of increasing MBA intake to meet the OBC quota requirement in less than stipulated time. Many cases are short but rich ones which can be easily comprehended for meaningful class discussion.

The cases would also help identify the readers some new concepts and techniques for use in strategic management, not available in many books of strategic management like the technique of check listing, use of intermediate solutions, identifying organization slacks and building strategy on that, identifying idle resources into strategic strengths, turning great threats into unique and wonderful opportunities and so on.

From the original case book 5 old cases have been deleted, 18 retained and 38 new have been added, most of them being short cases, or long cases written in short case format. Some very old cases have been kept as they have still retained the gloss to bring home key lessons and no comparable cases could be identified which illustrate some unique aspects in management. Twenty four other, older cases (including 7 mentioned above) have been kept in a (separate) volume V for their historical value as they give the glimpse of the economy, technology, infrastructure, pressures in the bygone era, through which the country has

passed which can enable the current generations about the managerial challenges that the older generations had faced, to help them appreciate the task performed by them.

It may be mentioned here that rich short cases may need careful handling as messages may at times not be visible in a straight forward manner. Perhaps lot more skill is required for the instructors to use them in the spirit of “cases are designed as a *basis* for class discussion” not as a substitute for the expertise of faculty. The internet helps in condensing even a long case into short case and downloading details as required for making class discussions rich and meaningful, subject to time constraints.

To help teachers and trainers bring home as many points as possible in the class, an Instructors’ Manual has also been prepared which may be shared on charge basis, with faculty members. A short abstract of the cases has also been given therein to enable teachers and trainers in selecting cases for designing courses and in-house training programmes on strategic management.

While it is always desirable to go through case method of teaching through an expert teacher/ trainer, the cases are equally relevant for collegiate system of learning by faculty members. For beginners (those who have not been through formal management education), twenty five short cases have been taken out to make a small book under the title “Tales of Grand Father” (in English, Hindi, French, German and Spanish languages) to help in having a glimpse of strategic management subject. Indeed this book can help in conducting up to a week- long management/ faculty development programme.

A good number of cases have been drawn from academic setting, because the firsthand experience tells that basics of strategic management are applicable to them as much as they do to other kinds of organization. This useful realization dawned upon me when I developed the Apollo Hospital case study and applied the learning in conceptual terms to management institutions settings. Such learning especially those related to strategy implementation) have been duly incorporated in text book also. It is for the readers to test how much of such learning they can apply to their own organizations.

Towards the end of Volume IV, case setting and use of cases for illustrating different topics of Strategic Management, has been given to

help the faculty members select the cases for designing the courses and programmes.

Hope the faculty members and other readers will find the Case Book useful and interesting.

Prof. Krishna Kumar
Prof. Ritu Srivastava
Ruchi Srivastava

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