

**POST GRADUATE DIPLOMA IN TEACHING
AND RESEARCH IN MANAGEMENT**

Term-End Examination

June, 2015

PGDTRM-07 : LIVE CASES/CASE STUDIES

Time : 3 hours

Maximum Marks : 100

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- Note :** (i) There are *two* Sections A and B.
(ii) Answer *any three* questions from Section A.
(iii) Section B is *compulsory*.
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SECTION - A

1. What is a case ? What are the different types of cases in management ? Discuss. 20
2. What are the methods of skill enhancement for students through case learning ? Discuss. 20
3. Explain the different steps involved in case writing. 20
4. Discuss the benefits and limitations of case method of teaching. 20
5. Explain how learning takes place in a case discussion. How does case discussion help in business decision making ? 20

SECTION - B

6. Please read the following case and answer the questions at the end. 20

Ashok, born in 1971, graduated in Mechanical Engg from NIT, Trichy in 1993. He was employed in private and public sector organisation and he reached senior levels during his 2 decades of professional career in manufacturing organisations. While in service he did MBA and also obtained Ph.D in management.

Ashok opted for VRS and decided to set up a consulting firm at his native town for small and medium start-up units. Ashok's initial efforts in contacting and getting clients did not help him to have sufficient assignments. He felt that his marketing efforts are not effective and decided to engage a consultant.

Ashok and his consultant Varun agreed that the first step is to develop a marketing plan and decided to perform a market survey. Varun quizzed Ashok in detail for assessing his competencies and potential markets, competition, fees etc. The consultant finally presented his report to Ashok with the following observations :

- Ashok indeed has valuable services to offer
- Prospective clients might not immediately recognise Ashok's unique skills
- Ashok has to educate prospective clients in the areas where Ashok can provide support
- Ashok should also concentrate initially on a limited number of clients

Ashok found the report of the consultant very encouraging and developed his business plan consisting of market goals, strategies for promotion, budget etc.

Questions :

- (a) Prepare a teaching note for the above case.
- (b) Explain the prospects of skill development by analysing this case.
- (c) Discuss the steps involved in this case analysis.

7. Please read the following case and answer the questions given at the end. 20

Royal Institute of Management Studies (RIMS) was established in the year 2005 by a trust promoted by a group of professionals and teachers. Mr. Venugopal is the present Chairman of the Trust and RIMS. RIMS had been performing well and all the students used to get campus placement. Director, Dr. Karthikeyan managed to develop an excellent team of faculty members. They are highly qualified and experienced. The Chairman and Trustees were happy and satisfied with the achievements of RIMS.

In January 2010, Dr. Karthikeyan resigned from the post of Director on personal grounds. The students, teachers and the management gave a grand farewell to Dr. Karthikeyan.

Shri Venugopal, Chairman, after a series of discussions and consultations promoted Dr. Sankar, the senior most professor to the post of Director of RIMS.

Dr. Sankar by nature has been a very strict disciplinarian and could not tolerate teachers

coming late or taking leave frequently unlike the previous Director who was flexible and at the same time ensured team work and good performance. Dr. Sankar sometimes rejected leaves of teachers who applied on genuine reasons and in teacher's meetings, he used to deliberately criticise teachers individually. Such incidents paved way for unrest and gradually the distance between the director and teachers widened. This affected the communication process and teachers became unhappy and dissatisfied and their performance suffered badly. The drift between director and the faculty became more pronounced and resulted in open arguments and confrontations among teachers. The teaching - learning activities became ineffective and the situation resulted in unrest among students also. There was no attention or corrective action from the Chairman as he was often away and unaware of the situation. Few teachers submitted resignations and the students representatives met Chairman.

Questions :

- (a) If you were the Chairman of RIMS, what actions you would initiate to bring back the institute to its original status ?
 - (b) Discuss the issues in the case and comment on the personality of Dr. Sankar.
 - (c) Discuss the learning potential of the case.
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