

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

**Term-End Examination**

**December, 2012**

**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. Explain the processes involved in preparation for case discussion in the class room. Briefly discuss the problems involved in teaching using cases ? 20
2. Define Business Case. Discuss the merits and limitations of case method. 20
3. Discuss the roles and responsibilities of teachers and learners in a case analysis session. 20
4. Describe the different steps in case writing. Explain the activities at each such stage. 20
5. What are the different sources of information for a case writer? What are the methods by which a case writer may acquire accurate information? Explain. 20

## SECTION - B

6. Please read the case and answer the questions given at the end. 40

Mattel inc. is the global leader in the design, manufacture and marketing of toys and a wide range of household merchandise. Their product range includes 'Barbie' which they claim, is the most accepted and trendy fashion doll produced so far. They also own universally popular brands such as, Hot wheels, Match box, American Girl, Rachica and Tyco, as well as Fisher-Price Little People, Power wheels etc.

Their customers range from infants and pre- schoolers to grown ups and parents. Mattel caters to the entertainment and collection needs of the segments by designing and producing audience specific amusements and leisure products.

Mattel has the corporate vision of 'creating the future of play' and sells products in more than 150 countries. The company has an employee strength of around 31,000 in nearly 43 countries around the globe. Mattel has its headquarters at El Segundo, California. Mattel's Corporate responsibility is world renowned and the company is honoured with unique recognitions such as :

- Fortune Magazine's "100 Best Companies to work For" for the four consecutive years from 2008.

- Ranking among Corporate Responsibility Magazine's "100 Best Corporate Citizens", and
- Acknowledgement as one of the "World's Most Ethical Companies"

Mattel's Global Manufacturing Principles (GMP) initiated in the year 1997 upholds responsible and ethical manufacturing, sustainable business practices, compliance to highest standards of production and observance of finest labour practices and environmental stewardship.

In 2007, Mattel issued a recall for a range of their well-accepted items such as Batman, Barbie and Tanner, Doggie Day Care and Polly Pocket due to the risk of magnets detaching from the toys and generating safety hazards for children who use them. The recall also involved the 'Sarge' die Cast Car for reasons of lead poisoning hazard. These products were manufactured in China under manufacturing outsourcing arrangements. The recall exercise was widely publicized and the company offered to provide all types of customer support for executing the recall.

Mattel Toys (India) Private Limited is a subsidiary of Mattel, Inc. The company has a substantial market share in the branded toys market and has a very valuable customer base in India. Mattel was selling J 1943 Magnet Lok Batman Figures in India at an MRP of Rs 649/-

and had sold nearly 2000 pieces of this toy since 2006. The company then found that the toys, just as many others which they produced, exhibited the possibility of liberating small magnets. Based on its rigorous standards for magnet retention which the company followed, the toys were voluntarily recalled by it from the Indian market.

**Questions**

- (a) Evaluate the product recall strategy of Mattel. inc.
  - (b) Do you think judgements about the company's products would be adversely affected by the products recall? Discuss.
  - (c) Does the information about country of manufacturing (COM) of the recalled product act as an advantage for the company? Discuss.
  - (d) What strategies do you propose for retaining consumer confidence at the time of a product recall crisis ?
  - (e) Examine the product recall exercise in the context of Indian Market. Do you think the prospects of sales of the company will be affected by the product recall.
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