

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

Term-End Examination

June, 2012

PGDTRM-07 : LIVE CASES/CASE STUDIES

Time : 3 hours

Maximum Marks : 100

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

SECTION-A

1. List and explain the steps involved in a typical case method of teaching. 20
2. What are the various action skills reinforced by the use of Case Studies ? Explain. 20
3. What are the limitations of use of Case method of teaching ? List and Explain. 20
4. Discuss with the help of an example , the steps in writing a Business Case. 20
5. What are the items that should be included in "A Case teaching note " - prepared and given by the case writer to the users ? 20

SECTION-B

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

SMT group of companies started as a trading firm dealing with rice and wheat. In 1984 they put up a roller flour mill and have established their market in wheat products in Kerala. Seeing the boom in construction the Chairman of the group diversified into making TMT steel bars in 1995. This business was also doing well. But the group had to struggle to understand the technology and steel market on entry into the business where they had no previous experience. Thanks to the booming demand they succeeded.

Now the sons of the Chairman are getting into the group business. They are highly educated and are more comfortable with "modern" businesses. They have put up a case for the group to get into software development and BPO operations. The Chairman sees too much risk in this diversification, since his son's though MBA from UK and Australia have never worked anywhere else but in the Group Companies.

Questions :

- (a) Prepare a teaching note for the case. 7
 - (b) Describe the pedagogical tools and techniques that you need to apply to illustrate the distinctive aspects of the above case. 7
 - (c) Discuss the learning potential of the case. 6
7. Please read the following case and answer the questions given at the end.

Rick Show has been asked to be a project manager for the third time this year. Although he enjoys the challenges and opportunity for personal development accorded to him as a project manager, he dreads the interpersonal problems associated with the position. Sometimes he feels like a glorified baby sitter handing out assignments, checking on progress and making sure everyone is doing his/her full share. Recently Rick read an article about using Management By Objective (MBO) as an aid to the project manager and thought of using it in his next project.

The project in question involved making a decision on whether to close one of the company's Regional Distribution centres. Rick had once been the manager of distribution services department, so he felt comfortable about his ability to lead the team and resolve this problem .

He defined the objectives of the project and detailed all the major tasks involved, as well as most of the subtasks. By the time the first meeting of the project team took place Rick felt more secure about the control and direction of the project than he had at the beginning of any previous projects. He had specifically defined objectives and tasks for each team member and had assigned completion dates for each task. He had made individual "Contracts" for each team member to sign. The meeting went on very smoothly with almost no comments from team members. Every one picked up a copy of his/her "Contract" and went off to work on the project. Rick was ecstatic about the success of his new approach.

Questions :

- (a) Give an account from standpoint of others who attended the meeting . 7
- (b) What are the different perspectives from which the case has to be approached ? 7
- (c) Do you feel Rick will feel the same say six weeks from now ? Discuss . 6
