

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

00001

**Term-End Examination**

**June, 2010**

**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.*

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**SECTION - A**

1. What are the general features of a case ? Discuss 20  
uses of case method in Management Teaching.
2. What are the benefits of case method of 20  
learning ? Identify the professional skills that the  
learners can develop while they engage in case  
method.
3. What are the steps involved in case discussion ? 20  
Discuss how learning takes place in a case  
discussion.
4. Describe the different steps in case writing. What 20  
are the difficulties that a case writer may  
experience while writing a case ?
5. Discuss the type of preparations needed for an 20  
effective case lesson

## SECTION - B

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

An Indian Company XXX incorporated in the year 1992 is a medium sized coal based thermal power generating company located in a remote place in Tamil Nadu. Company supplies electricity to major State Electricity Boards (EBs) and a few manufacturing firms. Due to cost effective imported coal and efficient cost control, the company booked profits year after year. The firm acquired a captive power plant owned by a primary aluminium producing company which had to lay off many employees due to recession-induced sluggish demand for aluminium. There was widespread agitations against this take-over as different stakeholders suspected permanent closure of the aluminium production unit affecting adversely the prospects of employees. To their great dismay, they found that the whole business of power production was bought by a UK based business group. Subsequent to the buyout the firm registered explosive growth in profits on account of exploring new opportunities for cost reduction and marketing choices. The firm has spent substantial resources on expansion plans as it would mean greater economies of scale and profitability.

Of late, the company has been facing

unprecedented problems as many newly emerged local NGOs supported by different political parties started individual as well as collective action against environmental pollution caused by the power plant. The firm acknowledges the data on pollution recorded by the Pollution Control Board. But the firm holds that the allegations against it are biased as there are many other industries which produce similar emissions. The firm believes that it is selectively targeted by a few who have vested interest. The XXX has many options such as use of beneficiated coal, shift to Gas/Naphtha based plants or install processes to control pollution. All these would lock up financial resources and even threaten the very survival of the unit. Moreover, the firm is of the opinion that those moves are unwarranted, given the manageable levels of pollution generated by it. Another option suggested by a few amounted to "pacifying" the leaders of the NGOs for getting rid of antagonism and resentment. The company is in a dilemma as to which course of action is to be resorted to.

**Questions :**

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- (a) Prepare a teaching note for the above case.
- (b) Describe pedagogical tools and techniques that you need to apply to illustrate the distinctive aspects of the above case.
- (c) Discuss the learning potential of the case.

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

Abaco and Co is into the business of banking for the last 80 years and is one of the leading bankers in Southern part of the country. Over the eighty years of its successful banking, there was not a single occasion when their credibility was under doubt. The promoters of the bank who have substantial stake in the company belonged to one of the most prominent family businesses which had their presence in many key industries in the country. The bank had altogether enjoyed substantial good will.

Of late, the banking industry is undergoing drastic changes. Liberalisation policies of the nation have enabled many new generation banks, especially the foreign banks enter the banking arena. The banking sector is all set to meet the challenge of change by introduction of state of the art technology, adoption of aggressive marketing strategies and novel branding initiatives. Abaco and Co's board of directors also decided to follow suit. Sushil Shah, the youngest of all and an MBA in strategic Management from Wisconsin, was of the opinion that the banking company has to position itself as high-flying and wear an altogether new grab of modernity. Changing the eighty year old 'logo' which had a religious inkling into something dynamic and

current came up as the first suggestion. "Our logo is our life blood, we just can't touch it, that is what people identify us with" that was Nripen Shah, the elderly banker.

**Questions :**

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- (a) Give an account of the case situation from the stand point of decision makers.
  - (b) What are the different perspectives from which the case has to be approached ?
  - (c) Suggest ways in which the participants can actively - role - play the situations and identify themselves as managers in decision making settings.
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