

Department of Commerce

Government Degree College Dooru

Tutorial Examination of B.com 3rd Semester (Batch-2020)

There are Four Cases for the tutorial examination; students are asked to analyze/prepare any two, which would be subsequently followed by presentations to be given by students.

Case -1

Mr. Sahil is the associate director of a nonprofit agency that provides assistance to children and families. He is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. He reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for grant funding. However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.

Mr. Sahil has a demanding schedule that requires frequent travel; however, He supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Amir has a specific background in research. He manages staff who provides research support to another department that delivers behavioral health services to youth. Amir supports his staff and is very organized; however, he often takes a very black and white view of issues. Upper level leadership values Amir's latest research on the therapeutic division's services. Amir is very motivated and driven and expects the same from her staff.

Manager 2: Mateen has a strong background in social science research and evaluation. He manages staff that work on different projects within the agency. He is known as a problem solver and is extremely supportive of his staff. He is very organized and has a wealth of experience in evaluation of family services. Mateen is very capable and can sometimes take on too much.

The managers are sensing that staff is becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff has also mentioned that Mr. Sahil "glass half-empty"

conversation style leaves them feeling dejected. In addition, Mr. Sahil has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Mr. Sahil said he has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent him all the information they have available.

As staff becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

Questions

- How can Mr. Sahil most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?
- What steps could be taken to build staff confidence?

- What advice would you give Mr. Sahil on improving her leadership skills and to the managers on improving their management skills?

- Which leadership style do you think a leader would need to be effective in this situation

Case -2

Mr. White is one of the India's leading detergent manufacturing companies. The firm has more than twenty-five product types. These have been developed over a period of its ten year existence. Some products are very successful while others have not performed well. The challenge for the board has been the formulation of strategy policy in the way the company manages the portfolio of products. As a newly recruited Lead Manager, your advice is being sought to address the following questions the Product manager has prepared as input into his paper to the Board.

- (a) Describe the Boston Consulting Group (BCG) growth vector matrix.
- (b) Explain what strategic options are available to Mr. White in accordance to the BCG Matrix.
- (c) Outline what limitations the model poses to the Product Manager as he prepares his paper to the Board.

Case-3

The **Hill Cafe** is a 40-unit, no-frills operation in the less scenic part of a major Verinang resort. The owner, Mr. Aleem, firmly believes that there is a need for his style of low-cost family accommodation amid the luxury and beauty of the area. His rooms are large, family-style rooms (there is no television, for example). Although there is plenty of room for future expansion, the grounds are fairly bare with a bit of landscaping, but mostly grass. Mr. Aleem can serve breakfast to the rooms and provides tea-making facilities. There are now a lot of good restaurants in the area. Aleem's prices are less than half of what similar hotels charge and only a fraction of what the big five-star properties are charging. And, really, he isn't all that far away from the Mountain View, shops and other attractions. The problem is occupancy. He has some regulars who come every holiday period (and have been doing so for the four years he has owned the property). Overall, occupancy is about 50% year round and he knows from the local tourist office that the other properties average around 68% occupancy year round. New developments could mean trouble. This lack of occupancy can be quite frustrating for Mr. Aleem. Cars pull in, drive around the parking areas, and then drive away.

Currently Mr. Aleem does very little advertising in local district guides and the holiday papers, mainly because he really thinks word-of-mouth is the best form of advertising. He is a member of the local tourist committee, but too busy to go to meetings. However, he does receive the local statistics and knows the average stay in the area is 3.8 nights, and that local families and couples and increasingly overseas visitors are his potential customers.

He's not desperate yet, but he's getting worried and disillusioned. He thought he would be overrun with guests, but that hasn't happened.

As an Analyst, you are asked to do SWOT Analysis of Hill Café Restaurant.

Case-4

Do a SWOT Analysis of any business unit with 5 or more employees working in it, falling in your vicinity.

Note: **Students need to submit the Assignments via below link**

<https://forms.gle/9SSRVSAMxmfPJnqk6>

Last Date of Submission is 05/06/2022

