



**Strathmore**  
UNIVERSITY

## **STRATHMORE BUSINESS SCHOOL**

MASTER OF MANAGEMENT IN AGRIBUSINESS

End of Semester Examination

### **MMA 8106: COOPERATIVE DEVELOPMENT AND MANAGEMENT FOR AGRIBUSINESS**

**DATE:** Friday, 13<sup>th</sup> September 2019

**Time:** 3 Hours

---

#### **Instructions**

1. This question paper consists of **FIVE** questions.
2. Candidates should attempt only **THREE** questions. Question **ONE** is compulsory.
3. Marks will be awarded on the basis of clear exposition of your ideas, precision in the use of language and the validity of your logic.
4. Where relevant, show all your workings on the answer sheet provided.

#### **Question 1 (Compulsory) (40 Marks)**

Read the attached case, "*India's Amul: Keeping up with Times*", and answer the following questions:

- a) Describe Amul's cooperative business model. Ensure that you include a discussion of the benefits derived by both farmers and consumers from Amul. **(15 Marks)**
- b) Analyse the financial performance of Amul's cooperative business. **(10 Marks)**
- c) Discuss the factors that have contributed to the success of Amul's marketing strategy. How have they been able to build trust in Amul's offering? **(10 Marks)**
- d) Comment on the sustainability of the Amul cooperative business model. **(5 Marks)**

#### **Question 2 (20 Marks)**

- a) With reference to cooperative legislation and policy, discuss any **TWO** theories that explain why regulation is necessary in the cooperative sector. **(10 Marks)**
- b) The International Labour Organisation (ILO) released a set of guidelines for cooperative legislation in 2005. The guidelines were a re-write of the framework for cooperative legislation which were endorsed by the International Co-operative Alliance (ICA) General Assembly 2001 in Seoul.

*Required:* Highlight and describe and FIVE features that must be considered in designing any cooperative legislation, with emphasis on farmer-based cooperative societies (FCS). **(10 Marks)**

**Question 3 (20 Marks)**

- a) Discuss the applicability and relevance of any FIVE cooperative values in an agricultural cooperative set up. **(10 Marks)**
- b) Given the values discussed in (a) above, explain any FIVE reasons why agricultural cooperatives are still facing failures. **(10 Marks)**

**Question 4 (20 Marks)**

- a) Describe any THREE models of agricultural cooperative business and the linkages that exists among them. **(10 Marks)**
- b) In an agricultural cooperative set-up model, describe any FIVE drivers of the linkage between the farmers' cooperative and the individual farmer. **(10 Marks)**

**Question 5 (20 Marks)**

- a) Discuss any THREE factors that could affect the value added by agricultural cooperatives from an institutional perspective. **(10 Marks)**
- b) Using an example of your choice, describe a typical value chain in an agricultural setting. Ensure that you discuss the role played of each value chain actor. **(10 Marks)**