1).Case Study-

Having closely interviewed a large number of candidates, the directors of a company appointed Mr. Sridhar to head its production department.Mr.Sridhar had no managerial experience but he had scored first position in the university examination and impressed the interviewers with his sincerity of purpose and an ability and willingness to do hard work.

During the tenure of the former production manager, the department had become a byword for inefficiency and lethargy. However, Mr. Sridhar was told nothing about this though he was granted all authority to manage things as he thought fit. He was also assured that the management would be behind him in whatever he did and that his immediate task should be to ensure that the company's production plans for the next quarter are carried out exactly as per the schedule.

Soon, Mr Sridhar started showing excellent results. Production picked up in volume and schedules were unfailingly honoured. Quality of production also improved and there was significant reduction in wastage of material and labour absenteeism.

But, apparently, all was not well. Three senior foremen of the department resigned their jobs with a request to be relieved immediately. Two operative workers, again, quite senior in their ranks and trusted by the management, requested a transfer to some other department. Upon questioning by the personnel manager, they said Mr. Sridhar was in a way obsessed with raising the quantity and quality of production. He paid no attention to the needs of workers whom he treated as mere tools to accomplish his objectives. It was alleged that many other senior and junior workers felt the same way but were reluctant to voice their grievances.

Questions

1 *.Do you think Mr.Sridhar lacks in any managerial attributes?*

2. *Do you notice any clash here between individual and group objectives?*

3. *As general manager of the company, what course of action would you suggest to set things right?*

2).Case Study

Soon after passing his MBA examination, Arun was absorbed by a large industrial house and given the rank of a deputy marketing manager. At about the same time, the company also promoted one of its senior salesman, Kapil, to the post of another deputy marketing manager.

Holding an equivalent rank with a person who was barely a graduate, did not please Arun. In fact, Arun also did not like that his boss, the marketing manager, should have risen to such a high post without any formal education in the field of marketing.

But what irritated him most was that the boss often sent for Kapil to seek his opinion on any plan or programme emanating from the marketing department. Even when occasionally, Arun was called in, it was Kapil who called the tune at the joint consultations. To Arun, it was just a case of birds of the same feather flocking together.

Then, one day something happened which pleased Arun immeasurably. A sales programme, launched mainly at the instance of Kapil, badly misfired resulting in a huge loss to the company. Now it was Arun's turn to adapt the "I told you so' posture.

He boldly walked into the marketing manager's cabin and said," Sir the reason for this fiasco is the lack of scientific element in the sales programme. Had I been in Kapil's position, I would have first collected all the relevant data and information and then tested my different assumptions against the analysis of those data and information. I would say that such hit-or-miss approach will rarely pay particularly where the failure of a programme may result in a huge loss."

To this, the marketing manager's sober reply was:' Yes, you believe in scientific checking and cross-checking of everything and yet your approach may not deliver the goods. As for Kapil, even if he believes in the hit or miss approach ,in his case it is always nine hits and just one miss.So I will still go along with Kapil.'

Questions:

1. *What are Kapil's strong points?*
2. *Do you think Arun regards management as a science only?*
3. *As the marketing manager yourself, would you react to Arun's suggestion in a similar way?*

3).Case Study

Vipul garments ltd. Is a large concern engaged in the manufacture of textiles. Over sixty percent of its sales are by way of exports to foreign countries.it has a team able, alert and industrious executives. Its newly–recruited export manager is indeed a hard –driving man who displays a near obsession with shipping goods no sooner than the orders reach his desk.

However, of late too many shipments that were to have been rushed to had been inordinately delayed. The export manager lost no time in remonstrating with the production manager about an obvious ineffectiveness on the part of the production department.

The production manager blamed it all on an annoying and time consuming inspection procedure recently introduced by the quality control department. Which when contacted, said this was done on orders from the general manager.

The general manager attributed his orders to the difficulty the collection department experienced in realising a bill from a foreign customer who had nearly refused to accept a consignment alleging poor quality. If he ultimately relented, it was due to a 25 % cut in the amount of the bill agreed to by the company.

Questions;

1. *Does the company have satisfactory means of communication among its personnel?*

2. What steps would you recommend to ensure against recurrence of such situations?

4).Case Study

Zenith Electricals ltd. Is, true to its name, the leader among comparable companies in the industry. Since its formation, the company has progressed aggressively.

The excellent performance of the company is mainly due to its managing director who is widely respected for his qualities of head and heart. His deputy is no less. An ex-army officer, he is known for his meticulous planning and dogged determination to accomplish.

Ever on the look- out for moves to close or narrow the gap between the objectives and the possibilities of their accomplishment, the managing director hired a management consultant to suggest ways and means of increasing the return on investment. The consultant made following report:

"To my mind, there are three ways in which the company could increase return on investment. One is to increase the sales volume, this can be done by (a) introduction of new products: (b) improvement of the existing products: (c) modification of the price structure: (d) improvement in distribution and after sale service: (e) effective training to sales personnel: (f) intensive advertising: and (g) increase in production capacity.

A second way to increase return on investment is to increase profits. This can be achieved by (a) increase in prices: (b) cost reduction: (c) elimination of un-profitable products: (d) extension of credit facilities to consumers: and (e) reduction on investment on inventories. A third way is to reduce assets (as also capital) while maintaining the current profits so that the rate of return on investment moves up"

Questions:

1. *Discuss the cost-benefit implications of the various alternatives.*

2. *As a managing director yourself, what set of alternatives would appeal to you the most, and why?*