

S. NO.: 367

BATCH: 2010 - 2014

Reg. No.:

END OF SEMESTER EXAMINATIONS, APRIL / MAY - 2017

CASE ANALYSIS

SUBJECT CODE : 10U6BM24

MAJOR : B.B.A.

TIME : 3 HOURS

SEMESTER : VI

MAX. MARKS: 75

PART – A (2 × 20 = 40)**CASE NO : 1****SENIORITY vs SUITABILITY**

In a service organisation, a post of Deputy General Manager fell vacant due to retirement. Two executives of the company, viz., Mr. Senior and Mr Sensitive were looking forward to get it.

Mr. Senior being competent professionally, qualified and experienced deserved the job, but Mr. Sensitive being senior to him, though about to retire within a month's time, was promoted as Deputy General Manager (Production). As a result, Mr. Senior quit the job. The company started looking for an expert with a higher salary. Mr. Sensitive also was not concentrating on the job since he was retiring in a month's time.

QUESTIONS:

1. Comment on the promotion policy of the company.
2. Design your own promotion policy for solving the problem.

CASE NO : 2**LEAVE**

In an organisation with about one thousand employees the divisional head of a department represented to the Chief that his assistant has been sent for training and a relief was required. The Chief promptly responded by giving a replacement, Mr. Y a qualified officer who returned after a heart attack illness only that morning. Mr. Y complained that he could not shoulder the extra burden of the particular legal department work, and wanted a change. This was not accepted. After two days Mr. Y taken to hospital back with a heart attack, and the divisional head was left without an assistant again, Mr. Y also complained that if the Chief had acted wisely and in a considerate manner he would not have landed in the hospital again.

QUESTIONS:

1. Discuss the above case, with reference to the attitude of Mr. Y, and the Chief.
2. What remedial measures would you suggest in such a situation?

RESIGNATION

Kapil, a Cashier and Accountant of L.J. College was promoted as a Treasurer and Chief Accountant in charge of Finance. He was delegated with sufficient powers both regarding inflow and outflow of cash. He was accountable (for whatever he did) to the Director, Suresh under whose direct control he functioned. Normally, no questions were asked by the Director on any expenditure incurred by Kapil. However, there have been occasions when the Director had frowned upon some of the actions of Kapil. Kapil, therefore, had to take abundant caution at times, with regard to cash inflow and outflow.

Sunil is a colleague of Kapil and he was incharge of the academic side of the college. Sunil and Kapil were friends and were having excellent coordination and inter – personal relations. Sunil was also reporting to Suresh, the Director. There were no problems between any of them since they were adopting a 'give and take' policy and usually discussed any problem and were coming to a mutually agreed solution.

Ram, is a great friend of Sunil. Ram had a college going son who has not brilliant but just above average. Ram's son was studying in a different college. Ram wanted to ensure a good career for his son. Because of campus interviews and selections in L.J. College, a good start was always available to the students of L.J. College, which had carried a name for itself. Ram brought his son to Sunil for advice. Sunil, without a word, admitted the boy in L.J. College. Sunil also waived the tuition and other fees due to the college. He also promised Ram of further help regarding books, etc. When the report regarding this went to Kapil, he was unhappy that at a time when there was a financial crunch Sunil sought to favour his friend so much. However, he did not express anything, controlled the feelings within himself and behaved as if nothing had happened.

After about two months, Sunil felt that his room needed a renovation and therefore, submitted to Kapil, the Chief Accountant a proposal with estimates, etc., to incur some expenditure in renovation. Kapil felt that at that juncture the renovation expenditure was unnecessary and hence, did not accept that this was an unnecessary expenditure. Sunil was very unhappy over this. He wanted some how to get what he wanted. He therefore, approached the Director, Suresh with his demand. Though Suresh felt that the expenditure was not wholly justified, he passed orders allowing part renovation. Kapil on seeing this, felt let down. He sent in his resignation.

Suresh was puzzled on seeing the resignation letter and sent for Kapil to discuss about it.

QUESTIONS :

1. Could this situation have been avoided?
2. Do you perceive any problem in the whole affair? If so at what level did it start?
3. Where did it develop further?
4. Do you feel there is bound to be a confrontation – Inter – individual, intra – individual, inter – personal and organizational conflict?
5. Could the whole affair been handled differently? If so how?

