

**GOVERNMENT ARTS & SCIENCE COLLEGE (WOMEN),**

**SATHANKULAM – 628 704**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**STUDY MATERIAL**

**CASE ANALYSIS**

**III – B.B.A.**

**SubCode:SMBA51**

**SUBJECT HANDLED BY: Mrs. S.KOHILA**

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# SYLLABUS

## V SEMESTER

### CORE 13 - CASE ANALYSIS

No. of Credits : 4

No. of instructional Hours : 4 Hours per week

#### Course Objective :

- To analyse the different functional areas of management.
- To discuss the 'case' in groups for identifying the problems
- To develop leadership and communication skills of the students
- To know the decision making capacity of the students and solving methods of the problems.

One case per week is to be discussed by the students. The cases could be from different functional areas of management.

The students would be provided with the case lets. They would discuss the 'case' in groups. The teacher would guide and facilitate group discussions so as to impart, develop and hone the GD Skills.

Since, this subject focuses on developing GD Skills, the scheme of examination has two main components' and respective sub – components and marks. The marks are to be distributed as follows:

Components	External (3 Hours Examination)	Internal (25 Marks)			Test
		Skill Components			
		Communication Skill	Leadership Skill	Inter – Personal Skill	
Marks	75	5	5	5	10
Total	75	15			10

## CASE NO. 1

### Selling/ Marketing

Bat industries has been manufacturing power generation equipment in small and medium sizes. The sales were made directly to customers who had large orders and through distribution to other customer. The power equipment was also sold overseas. The international business accounted

for 50 per cent of sales. The sales department was organised by original territories. The regional sales manager was responsible for generation sales, making calls on prospective clients and developing new product ideas. The president of the company. Realising the marketing weakness, appointed a marketing manager. The marketing manager immediately created a market developing a comprehensive marketing plan which integrated current sales efforts with new product development

The market development group recommended that Bat industries should enter the systems market. That is, Bat should put together products that satisfied customer needs such as an irrigation pump used for watering crops. This strategy involved identifying other components such as pumps that could be matched with Bat's power generators and sold to the customers. The felt that to market this system it was necessary to appoint product managers who had complete responsibility to develop and market the system. The clients for these system were well defined and sales would have to be specially tailored to their needs. The regional managers could continue to sell power generators to other systems companies and original equipment manufacturers. The regional managers did not have time to market specialized systems adequately and also lacked customer knowledge and orientation.

The marketing manager was, however, opposed creating two parallel sales organisation. He felt that the job of the product manager ended with successful development and introduction of a given product. The sales responsibility would then be turned over to regional sales manager and product manager moved on to other product development efforts.

### **Question:**

1. What should be your decision in structuring the marketing and sales organisation for Bat industries?

2. Write case procedure

**Answer:****Procedure:**

- 1.Executive summary
- 2.Statement of the problem
- 3.Case of the problem
- 4.Decision criteria and alternative solution
- 5.Solution of best alternative
- 6.Recommendation
- 7.Implementation
- 8.Conclusion

**Executive summary:**

Selling marketing industries has been manufacturing Dowel generation equipment in small and medium sizes the international business accounted for so per sales the sales department was organised by regional created a market development group and market them with development a comprehensive marketing plan which current sales efforts with new products development the marketing manager was however opposed creating two sales organisation.

**Statement of the problem:**

- The new market development group created.
- The regional manager not here time to market.
- Customer knowledge and orientation is locked.
- The marketing manager was opposed creating.
- Manufacturing equipment is small and medium not large sizes.
- International business accounted for so parent of sales not increase.

- The president reducing the marketing workers.

### **Decision criteria and alternative solution:**

- The appointed a new marketing manager
- Increase the organised by regional territories.
- Sales manager was responsible of generation sales.
- Sales manager was responsible of new product ideas.
- Marketing manager immediately creates a marked development groups.
- Sales manager are product manager improved the others product development offered.

### **New marketing manager:**

- Increasing the regional territories.
- The new product production is successful development.
- Sales manager and product manager moved on to offer products development offered.

### **Recommendation:**

- The customer needs the product
- Marketing manager implement the above recommendation.

**Implementation:** • Marketing manager immediately created market development group and customer them with development

- Marketing plan and current sales effort and new product development.
- Recommendation the new product development.

### **Conclusion:**

The industries has been manufacturing power generation equipment small and medium size. The information business accounted to so her cost of sales. The organised the regional territories the president marketing

manager however appointed the successful development of product manager the sales manager and product manager moved development efforts what should be your decision structuring the marketing and sales organisation for but industries.

The market development group recommended that Bat industries should enter the system marketsThe product was customer needs the pump used for marketing crops. The marketing plan integrated amount sales efforts with new product development.

The market development involved of the product the regional did not have time to market and customer knowledge and orientation.

## **CASE NO. 2**

Analyse the following case and write your report

### **Problem of personal conflicts**

Hariharan,53 had more departmental seniority than any other employee, including muthusamy the departmental manager in a major transport company. Hariharan was considered one of the more capable employees. He was extremely conscientious and work very hard. As a result of his seniority, he normally received the choice work assignments and was the highest paid employee in the department.

Although there was no formal designation of various “special projects as belonging to Hariharan, he handled them as a matter of course A problem developed when muthusamy employed, Neelakandan,23,a personable , intelligent and

deligent employee. Neelakandan's two years previous experience in closely related work made it possible for him to catch on two work routine. Much more rapidly than was customary for new employee. He was both hard working and aggressive.on several occasions, Muthusamy became aware of tension developing between the two employees. i. e.Neelakandan and Hariharan. However,he did not wish to intrude personal conflicts,and the work was being accomplished on schedule.

One afternoon,the tension reached the boiling point when Hariharan deecided his personal duties were being taken over far too extensively by the new employee Neelakandan . He practically pulled Neelakandan to the front of Muthusamy's. desk and demand “will you please tell him once and for all

which projects are mine and Wich are his”The office suddenly became quiet as everyone awaited Muthusamy’s reply. The abrupt confrontation made further no procrastination impossible.

## Questions

1. In what way has the manager's organising functions contributed to this problem? Could it have been avoided by the organization? How?
2. Evaluate Muthusamy's performance as an organizer.
3. How should Muthusamy respond to the demand of Hariharan?

**Answer:**

**Procedure:**

1. Executive summary
2. Statement of the problem
3. Causes of the problem
4. Decision criteria and alternative solution
5. Selection of best alternative
6. Recommendation
7. Implementation
8. Conclusion

**Executive summary:**

Hariharan 53 is working in an aviation company. He is the senior most employee in his division. He's even senior to the division manager muthusamy. Hariharan is considered one of the most committed, capable and hard working employees as a result of his abilities and seniority, he generally received the work assignments of his choice although there was no formal designation or barrier special project. A problem developed when an able intelligent person Neelakandan aged 23 was appointed by Muthusamy. Neelakandan previous 2 years experience in the closely related work made it possible for him catch on to the routine work of his new job. This was for a new employee and several functions.



Muthuswamy noticed that tension developing between the two employees. Reached the boiling point and Hariharan complained reached the boiling point it and complained to Muthusamy largely taken over by the Neelakandan. Muthusamy issued the order stating the clear allocations of the jobs and related duties between two. He further clarified the working relationship between them by specifying who was to report them.

### **Statement of the problem:**

1. Hariharan usually in the work ok but Neelakandan aggressively involved in the Hariharan work.
2. Hariharan age of 53, Neelakandan 23. But not respect to the senior person.
3. Muthusamy not controlling the company. So very selfish character of the manager.
4. Manager decision is choice of work So increasing in the the problem of company
5. Not the coordination of the manager and the other employed.

### **Causes of the problem:**

1. Neelakandan educated person and intelligent person so very involved in the advantage of Hariharan work in company
2. Hariharan character of very jolly and casual type so not respected Neelakandan.
3. Muthusamy thinking of small problem. So not involved in the problem

### **Decision criteria and alternative solution:**

1. Coordination is the must to the company. It is successfully run to the organisation

### **Co-ordination**

Co-ordination is integrating activities to ensure resources of an organisation are used most efficiently to succeed in achieving the set goal.

**Merits :**

1. An organisation easily achieves its goals.
2. Smooth run for the company

**Selection of the best alternative solution:**

1. Co-ordination is a must for the company.
2. Respect for senior people.

**Recommendation.**

The above alternative will be a recommendation of the co-ordination of the management people to the company. The main problem of the aggressive will be reduced and should be solved.

**Implementation:**

The process of co-ordination implemented with the management solved by the problem of alternative.

**Conclusion:**

The four decisions of solution are implemented so the problem may be solved.

## **CASE NO. 3**

### **Inter- personal Communication**

Ms. Shina was incharge of administtrain branch of a big firm. There were a large number of women typists. They were all efficient in their job and finished the entire work assigned to them for that day before leaving office. There was no overtime requirement for typing work in this section. One day the managing director of the firm sent for the manager of the administration department, Mr.Mohan and informed him that persons in his department have started taking liberty in regard to punctuality in the office. He said that on a particular day, when he was coming to office at 9.40 a.m. in the morning, he found two typists/stenos coming late and that it was not the first time that he had seen this . He wanted that his supervisors should be made wise in this respect. Mr. Mohan listened to the instructions of the managing director and promised to ensure punctuality.

Mr. Mohan called Ms. Shina and told her about the incident of the two late comers and the Managing Director's observations. He also stated that punctuality should be observed at all costs. Ms.Shina , replied that she was aware of the situation and did not feel the necessity of taking any action. She said that the stenos/typists are very hard working and that they do not mind even sitting late for an hour or so in the office if there was pressure of work. They were intent in finishing the day's work before leaving the office and that they were not habitual late comers and they usually observe punctuality. She also pleaded that probably because of some personal reasons, one or two typists may be late by ten or fifteen minutes, sometimes, and this should not be taken cognizance of in the interest of good working.

Mr.Mohan , however, insisted that she should act according to the Managing Director.Ms. Shina got perplexed. She went back to her section and communicated the entire story to her typists and told them that the Managing Director wanted them to come to the office in time and that he is against any relaxation in this matter. She also told them that action will be taken against the late comers. The typists did not relish this Ms. Sarla and Ms. Rama discussed this matter during lunch as they were the typists who came late that day. They felt that they had not been given proper treatment. Ms. Sarla said, ' It is very strange that things have been taken too far. I have now decided that if I am asked to sit late, I won't,I shall leave the office at 5.30 p.m . leaving the work where it is.

Just after two days, the Private Secretary to the Managing Director sent some urgent typing work to Ms. Rama at 5.15p.m Two typists would require atleast one hour to type that entire material. The Managing Director was to see the Chairman in the evening with these important papers. He wanted the typed matter back to him in any case by 6.30 p.m. Ms.Shina assigned the work to Ms. Sarla and Ms. Rama , but both of them expressed their inability to undertake the job as it would take complete one hour, whereas they could stay in the office atmost for fifteen minutes. The office closes at 5.30 p.m . Both the typists did not fail to remark that, if the officers sometimes wanted them to sit late, why such hue and cry should have been made when someone was late by a few minutes and that too on a few occasions?'

It became a problem for Ms. Shina to get the papers typed. She was afraid that other typists may also give the same reply. So, she went back to the Private Secretary to the Managing Director stating that the Private Secretary and herself may have to share the work and do it, though the Private Secretary had some other work of priority.

## **INTERPERSONAL COMMUNICATION**

## **Executive summary:**

Ms. Shina was in charge of administration branch of a big firm. There were many people working in the women typists one day the managing director told the manager of Mr. Mohan "person in his department taking and punctuality in the office. But the particular day two typists late coming in the office now Ms. Shina did the help to private secretary replay but that share the typing work but that I have some of the work.

## **II. Statement of the problem :**

- The work to not follow the punctuality
- The workers does not obey the manager's order
- Shina have lack of leadership communication problem between managing director or worker
- Hardworking and extra work can not be recognized

## **III. Causes of the problem:**

- Ms. Shina does not follow strict policies regarding the punctuality
- Shina give over advantage two the typists for typists finishing the days work before leaving the office
- Managing director communicated to the manager all the staff come to the office in the time other varies action will be taken for late comment these the causes for the typists do not typing the work its converters as holiday leave at the same time when the workers get permission, first inform the superior

**Merits:**

- It use timely help
- Worker are mentally satisfied

**Demerits:**

- Over freedom
- Over advantage

2. A company stickles flow the rules and regulation about Sarala and Rama does not obey the Shina order. Next day a should be given to the Sarala and Rama also apology letter from the same it will be created Few amount other workers .

**Merits :**

- Other workers again the workers repeat the same
- It will be chance of other workers will be obey a superior orders.

**Demerits :**

- It will be Automatic on E.75pm on that particular date
- Leadership is the ability to desirable action from a give or followers. Without the use of correction
- Shina has does not lead the group to not achieve a target typing work .

**Sarala Rama:**

• Managing Director saw the late combers inform to the workers from above the

communication chart. But workers must understand the managing. Director for

doing a important urgent work.

**Decision criteria and alternative solution:**

- A company allow 2 permission per if it increased from permission

After two day managing director private secretary give some to typing work Shina at 5.15pm this typing work neat at least 1 hour to type the material and at the same time two typists were required Ms. Shina assigned worked to the Sarala and Rama but both of them to not undertake a typing work because the office closes as 5.30pm these two typists are within Ms. Sarala the office sometimes wanted them to late why such huge and cry should have been made when someone was late by a few minutes and on a few occasion .

- Know it was a problem for Ms. Shina how the papers were types again all the typists are also same replay finished the before leaving office for the purpose there no need for overtime.
- One day managing Director ,saw two types would late on a administration branch. So M.D complain to the manager of the administration department , Mr. Mohan your department taking laboratory with respective punctuality in the office .
- Mr. Mohan told Ms. Shina about the late commerce ,Ms. Shina replayed that Ms. Sarala Ms. Rama (late commerce) . Were very hard working some times they went to the home late it any work is given to the office and at the same time they were not late.
- Ms. Shina communicate to the entire story to her typists . She told that managing Director expected all the typists come to the office in correct time other wise action will taken a the late summary

## **CASE NO. 4**

Analyse the following case and present your report

### **Recruitment and selection**

The southern steel company manufactures tin plated steel primarily for sale to canning companies. It employs about 5000 persons. The company applies modern scientific methods wherever possible. The personnel department applied on such scientific method in the selection of management trainees. A battery of tests was used to determine the interests, emotional stability, general intelligence and personality of the candidates. The tests were applied by an agency which has an excellent reputation in preparing and analysing tests. The company purchased the test from the agency gave them to the applicants and returned them to the agency for grading and analysis.

In addition to the tests the personnel director analysed the data on the application forms. The applicant with the highest grade on the tests and with satisfactory application rating were selected for interviews with the personnel director. After the interviews, selection was done.

By the end of one year the company had hired 30 applicants by this method. Upon evaluation of these trainees, the company was surprised to find that 14 of them did not have the qualifications considered necessary



for executive personnel. The total expenditure on these unqualified trainers amounted to approximately Rs26000.

The personnel department then took steps to evaluate the testing and hiring procedure. It found that tests had been successfully by other steel companies. It found no fault in the tests or in the administration. The personnel director was undecided as to what to do. We referred the problem to the executive committee comprising eight departmental heads. The head of the industrial relations department suggested that error was in the tests and that they should abandon them and set up another method for selecting management trainers.

1. What are the short coming in the company's hiring procedure?
2. On the basis of the information given what actions should the company take to solve the problem

ANSWER;

1. Executive summary
2. Statement of the problem
3. Causes of the problem
4. Decision criteria and alternative solutions
5. Selection of best alternative
6. Recommendation
7. Implementation
8. Conclusion

### **1. Executive summary**

The southern steel company manufactures in plated steel primarily for sale to tanning companies. It employees worked about 5000. The company applies modern scientific methods used. The management trainers was scientific, general intelligence and personality of the candidates. The company purchased tests from the agency gave them to the agency for grading analysis. The total expenditure on. These unqualified trainers amounted to approximately Rs26000. The personal department then took steps to evaluate the testing and hiring proced**worke**

## **2. Statement of the problem;**

- Mistake in agency
- Time and money wastage
- Unqualified workers
- Approximatetly Rs.26000 less;

## **Causes of the problem;**

- Not purchased in the agency the company was produced the test so not

mistake in the company.

- After one year wasted in the money and time for unqualified candidate.

The company was first work day conducting in the test so the qualified workers was

selecting not unqualified workers was rejecting. So the 26000 was saving in the

company.

## **Decision criteria and alternative solutions;**

- Appointing a new agency.
- They can select workers on their won.

- Labour retrenchment.
- Again retain unqualified 14 employees.

### **Merits;**

1. Best employee
2. Personality checking
3. Experience

### **Demerits;**

1. Personality not checking
2. Expensive
3. Time consuming

### **Selection of best Alternative;**

I select the company win select the employee only own Recruitment process.

**The process are.**

**Step1- before you start looking.**

**Step2- preparing a job description and person profile.**

**Step3-finding candidates.**

**Step-4 managing the application process.**

**Step5- selecting candidates.**

**Step6- making the appointment.**

### **Recommendation;**

I will recommend the company to follow new recruitment process for selecting the process a wide range of different methods. Can be used to

assess candidate. The methods may be general interview competency based in interview role play, demonstrations sample presentation.

### **Implementation;**

The company will implement the new recruitment policy and retain the 14 workers the problem will be solved. Again retaining the 14 workers it saves time and money as compare to new recruitment of 14 workers.

### **Conclusion;**

A close monitoring of the above retain the policy 2 recommendation will be made

so that a company does not suffer the same problem in future.

### **Labour retrenchment;**

Is retrenchment in india?

### **Definition;**

Retrenchment as termination of employment by the employer for any reason other than as punishment inflicted by way of disciplinary action.

The industrial disputes act 1947 (“act”), is one of the governing statutes for employment termination in India section 2 (00) of the act defines; Retrenchment as terminators of employment by the employer for any reason other than as punishment inflicted by way of disciplinary action.

- 1 .Reduced cost
- 2 .Improved efficiency
3. Improved competitiveness
4. Increase profit

### **Demerits:**

1. Growth decline
2. Reduced profit and productivity
3. Inability to meet consumer demand

**Again retain unqualified 14 employees;**

These 14 employees represent significant value to the company because they were working with our company for one year. They have acquired knowledge and relationship with our company for one year.

**Merits:**

1. Improved morale
2. Reduced acquisition and training time
3. Dedicated company experts
4. Increased overall productivity
5. Better customer experience
6. Reduced costs.

## **CASE NO.5**

### **Punishment and discipline**

Mr. X, a commerce graduate with management qualifications, is a junior officer in a organization where there are more white-collared than blue-collared workers. Mr. X is extremely dedicated to his work and can be called a workaholic. He adopts all modern management techniques to get results; a go-getter and a trouble shooter. He is respected and loved by his subordinates for his approach and knowledge and the workers would go to any length to complete the job given by him.

Mr. Y, is a middle level manager in the same organization. Though not formally qualified in management, he adopts management techniques suited to the organization. His style of functioning has been extremely successful. He is an extremely knowledgeable person and has the right

pulls at right places to get things done. His approach towards his subordinates is parental and towards his bosses is one of 'reaching organizational goal at any cost.' His motto towards his junior officers is 'freedom, independence and production' and hence Mr. X has hence Mr. X has taken him to be his mentor.

Mr. Z is the top manager in this ladder. As General Manager, he is good in his approaches, listens and take decision based on his own judgments. He generally does not believe in severe reprimands and punishment but is very lavish in his praises particularly towards his subordinates. He is also known for his 'extreme liking' for disciplined behavior.

Whenever some good work was done by Mr. X, Mr. Z, the General Manager had showered praises and expressed his appreciation to Mr. X on many such occasions during discussions between Mr. X and Mr. Z. On some such occasions even Mr. Y had also been present.

There have been some occasion when Mr. Y let out his temper in public and has taken up with Mr. X for some mistakes, in front of his colleagues. Mr. X has also been argumentative on such occasions and has been insisting that what he had done is right and that there was only a communication gap or that Mr. Y has not understood the problem correctly.

On one particular occasion Mr. Y really became furious on Mr. X and reprimanded him severely publicity. Mr. X hurt and the matter was taken to the top level.

Mr. X was arguing with Mr. Z, the top boss that 'praises should be given in public and reprimand in private and that Mr. Z was praising Mr. X in private while Mr. Y was reprimanding in public and hence both were making things wors for Mr. X and doing a disservice to the organization.

Mr.Z explained that he was lavish in private to Mr. X mainly to encourage and motivate him for better results and never failed to put in a word of appreciation about Mr. X at the appropriate higher levels at appropriate

time. Also if Mr. X was praised in public this might create jealousy amongst colleges and may create problems for him by there no cooperation in conveniencing him in day to day functioning for want of proper Horizontal interaction. With regard to the action of Mr. Y, he explained to Mr. X that a reprimand given publicly will be taken seriously and he will make I meant besides making others feel that Mr. Y is not partial or have no peculiar attachment two mistakes and Mr. Y position will be clear before the other colleges and subordinates. This will also reduce jealousy towards Mr. X by his colleges and may even result in some sympathy towards Mr. X and there would be better result results if any reprimand or other disciplinary action is taken privately others will not know whether that action was fair or not and it cannot have a constructive influence on their future behavior of others.

Mr. X being a qualified a management graduate and heavy always been told that reprimand should be even in private and prices in public did not agree with their views of both the bosses.

## **Questions**

1. With whom do you agree and why?
2. How will you avoid the gap being widened?

Answer:

1. Executive summary

Types of management:

- Lower level -Mr. X
- Middle level -Mr. Y
- Higher level -Mr. Z

Mr. X:



1. Mr. X is a commerce graduate with management qualifications.
2. He adopts all modern management.
3. He is a trouble shooter.
4. He is respected and loved by his subordinates.

**Mr. Y:**

1. Mr. Y is a middle level manager.
2. Through not formally qualified in management, he adopts management techniques suited to the organization.
3. His approaches towards his subordinates is parental.

**Mr. Z:**

1. Top manager
2. Good in his approaches listens and take decision based on his own judgments.

The beginning of the problem:

Mr. X Was arguing praises should be given in public and reprimand in private. Mr. X private while. Mr. Y was reprimanded in public, but he really Mr. X and doing a disservice to the organization. Mr. X being a qualified management graduate and having always being told that reprimanded should be given in private and praises in public did not agree with their reviews of both the bosses.

**statement of the problem**

- Indiscipline behavior of Mr. X.
- Non cooperation Mr. X, Mr. Y and Mr. Z.
- Dis obedient behavior of Mr. X
- Mr. X disservice to the organization.

### **Indiscipline behavior of Mr. X**

1. Mr. X a commerce graduate with management qualifications.
2. He adopts all modern management.
3. He is a trouble shooter
4. But he reality Mr. X in public and praises in private.
5. Mr. X did not accept it. So Mr. X did gives discipline to their higher authority.

### **Non cooperation Mr. X, Mr. Y and Mr. Z**

1. Mr. Z was praises in public it will create jealousy amongst colleagues.
2. It will also create non cooperation among the workers.
3. It will be difficult to manage the day to day activate the Company
4. Other workers feel that Mr. Y not partially to Mr. Z.
5. No special attachment to Mr. X
6. It will reduce jealousy towards Mr. X
7. It will also create sympathy towards Mr. X

### **Disobedient behaviour of Mr. X**

Mr. X don't hear to the voice of Mr White and Mr. Z again Mr. X stated that praises should be given in public and reprimanding private

Mr. X without did not obey their superior order.

Head weight behavior of Mr. X Mr. X overconfident about their management qualification he thinks that I am only a management qualification other person did not qualification in management.

### **.Causes of the problem**

1. Mr. X did not hear others explanation

2. Non cooperation among Mr. X, Mr. Y and Mr. Z
3. Whenever Mr. X perform their work in a good manner Mr. Z as the general manager of the organization
4. It will create jealousy towards Mr. X.

### **Decision criteria and alternative solution**

- Mr. Y promise to Mr. X reprimanded in private praises in public

### **Demerits:**

1. If it apply to the organization it it will increase the jealousy towards Mr. X.
2. Its stimulate ego
3. It will create angry towards Mr. X.

### **Merits:**

1. Mr. X again Return in the same organization.
2. Mr. X feel happy.
3. Mr. X do the work as more interesting way.
4. Mr. X feel proud to the organization
5. If overtime is necessary Mr. X do that particular job at a free of cost.

### **Conclusion**

At last Mr. X statement is applied in the organization , It makes Mr. X as a loyal employee to the organization.

### **. Counselling**

Giving all employees access to a free ,confidential ,work place counselling service can. Potentially be viewed as part of an employers duty of care.