

## Management & Organizational Behaviour (17E00101)

### CASE STUDIES

#### Case Study 1: LEADERSHIP

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she 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: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

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

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

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

#### DISCUSSION QUESTIONS:

**1. How can Laura 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?**

Ans. A director could be both a leader and manager. However, given that the two managers are very capable and directly manage all the department staff, Laura should focus on being a leader. She should delegate managerial responsibilities to the two managers. This strategy will build the managers' confidence, allowing them to problem-solve for their staff. It will also free Laura to focus on building a greater sense of staff commitment to mission and vision

## 2. What steps could be taken to build staff confidence?

Ans. Staff seems uncertain about the future due to high turnover and Laura's negative conversation style. Building staff confidence could involve:

- Giving managers more autonomy and the needed information to manage their staff
- Communicating regularly with staff about changes
- Encouraging staff to pursue professional development and learning opportunities and providing time for them to do so
- Engaging in team building exercises and interactions
- Incentivizing excellent performance
- Addressing Laura's conversation style directly, explaining to her how it impacts staff perceptions
- Involving staff in the hiring process where possible as team vacancies are filled
- Talking to staff directly and without retribution about the issues they think contribute to high-turnover

## 3. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?

Ans. It might help for both Laura and the managers to take a personality or leadership/management assessment. This way the managers can ascertain their individual skills, learn how they can best support employees, and figure out how they can work together to use each other's strengths to run the department.

Using a **Style** approach, Manager 1 appears to utilize a task oriented approach and Manager 2 demonstrates a relationship oriented style. These two orientations could be structured to support one another.

Laura can focus on building leadership skills by building on her current strengths. In addition, Laura may want to revisit the roles and responsibilities of each position and how her division's work aligns with the overall organizational mission. Aligning with the overall mission and communicating it to staff may help improve morale and provide clarity on the department's role and direction.

## Case Study 2- Decision Making

Let us examine the problem faced by Mr. Nataraj, Regional Manager of Alpha Pvt. Ltd. Alpha makes and distributes products from more than 10 international pharmaceutical and health care companies. Mr. Nataraj is responsible for managing existing clients and also to get new clients. He manages a number of sales representatives. Important customers have dedicated sales representatives, while other sales representatives try to get new clients. One day an important customer (Good Health Hospital) called Mr. Nataraj and complained that Mr. Bhavan (the sales representative) was ineffective and insisted he be removed, or else they would not give any business. Here are Mr. Nataraj's thoughts:

- The track record of Mr. Bhavan was good and he was liked within the company. Dismissing him or even transferring him to a new region will affect the morale of the work force.
- Good health hospitals is a major customer and gives good business. Losing the hospital is not an option. Therefore the demands of the hospital have to be met.

**Q . If You were Mr. Natraj, how will you solve this issue?**

**Here are some sample options:**

1. Good Health Hospital is a major customer and cannot be displeased. I will remove or transfer Mr. Bhavan.
2. Mr. Bhavan is a loyal and hard working. I need to keep people like him even if it means losing customers.
3. I will stop answering calls, act ignorant of the whole episode. 'Time will solve the problem'.
4. I will try to get Mr. Bhavan and the Hospital Superintendent together for discussion and try to compromise over the differences.
5. I will move Mr. Bhavan to a new and more important project - develop new business in the newly formed sub-region. Good Health Hospital will have no problem with the new sales representative.

## SWOT analysis example

Here's a sample SWOT analysis for an online tailored shirt business. Although many more factors came up during brainstorming, these were deemed to be the most important.

**S = Strengths**

**W = Weaknesses**

**O = Opportunities**

**T = Threats**

### Strengths

Locally made shirts mean faster turnaround on orders  
Many repeat customers who promote the business

Good search engine rankings drive free traffic

### Weaknesses

Pricing on locally made shirts is not competitive  
Higher costs mean fewer fabric options due to inventory costs

Customers don't like taking their own measurements

### Opportunities

Using technology to simplify the measurement process could increase conversions

New paid advertising channels such as Instagram and Pinterest could be effective

Custom made clothing is currently trending

### Threats

Several competitors are currently undercutting prices

Website is difficult to use on a mobile device even though mobile traffic is increasing

A strong dollar could drive down international sales

### **Case study 3. - Business opportunity with SWOT analysis**

Syed runs his own enterprise in an area on the outskirts of Dhaka, Bangladesh. He manages a collective of people with disabilities who make Bangladeshi puppets in a traditional style, mainly selling to tourists through local shops, and pays them a basic salary as well as a profit share. The puppets are all made to Syed's own designs, and are quite different to the standard items in most tourist stores. His quirky designs and their popularity with shoppers have come to the attention of Muhammad, who runs a relatively large factory producing puppets and other tourist-friendly wares. Muhammad approaches Syed to suggest that he buy his enterprise, including his designs, and that Syed and his employees all come and work at Muhammad's factory. He is offering a lot of money, and Syed doesn't know whether he wants to maintain his independence or go for the security offered by a lump cash sum and guaranteed employment. He uses a SWOT analysis to take a snapshot of his current situation and help him consider the decision:

#### **STRENGTHS**

- My designs are popular and sell well.
- I have a small skilled work force of committed colleagues and we work well together.
- I am independent and can make my own decisions about my business.
- I have a good relationship with local traders based on mutual trust and respect.
- We can respond quickly to trends for example last year suddenly everyone was selling baby horse puppets and we got our new design into the shops within a week.
- We work from a room in my own home which is very convenient for family commitment.

## OPPORTUNITIES

- Several new stores have made enquiries about carrying our lines.
- Tourist likes to support social enterprises we could put more emphasis on this element of our brand.
- We recently had an enquiry about exports quantities
- A new NGO in the area is offering financial support to help grow social enterprises.

## WEAKNESSES

- My employees are dependent on me and if something happened to me their families would suffer.
- Likewise I am dependent on them – if one were to leave it would take time to recruiter and train someone new and our output would fall significantly.
- The business is still young and cash flow makes it hard to expand as quickly as I'd like.

## THREATS

- We are dependent on one key supplier for our raw materials and he is becoming increasingly unreliable.
- Competitors who use factory production are able to charge cheaper prices for their goods.

## case study 4 - PERCEPTION

Krishnamurthy, plant manager of frame manufacturing company, is the chairperson of the ad hoc committee for space utilization. The committee is made up of various departmental heads of the company. The general manager of the company has given MURTHY the responsibility for seeing whether the various office, operations and warehouse facilities of the company are being optimally utilized. The company is beset by rising costs and the need for more space. However, before Okaying an expensive addition to the plant, the general manager wants to be sure that the currently available space is being utilized properly MURTHY opened up the first committee meeting by Reiterating the charge of the committee. Then MURTHY asked the members if they had any initial observations to make. The first to speak was the office manager. He stated “well I Know we are

using every possible inch of room that we have available to us. But when I walk out into the plant I see lot of open spaces. We have people piled on top of oneAnother, but out in the plant there seems to be plenty of room.” the production manager quickly replied, “We do not have a lot of space. You office people have the luxury facilities. My supervisors don’t even have room for descend a file cabinet. i have repeatedly told the plant manager we need more space. After all, our operation determines whether this plant succeeds or fails, not like you people inThe front office pushing paper around.’ MURTHY interrupted at this point and said, “Obviously we have different interpretations of the space utilization around here. BeforeFurther discussion I think it would be best if we have some objective facts to work with. I am going to ask the industrial engineer to provide us with some statistics on plant and office layouts before our next meeting. Today’s meeting is adjourned

#### **QUESTIONS:**

1. WHAT PERCEPTUAL PRINCIPLES ARE EVIDENT IN THIS CASE ?

#### **SOLUTION:**

1. Perception of persons vary from each other as every individual view comports as the prime interest. In this case it is evident that perception of production manager differs from that of office manager.
2. Office manager said the space has been utilized in their department to the maximum extent and state that in plant, spaces are left without being made use of efficiently.
3. Production manager emphasize on his point of view that the space has been made best use in his department where as in office department they are not utilizing the space provided and he also stressed that failures or success of an organization will be determined by the operating of the plant



2.WHAT CONCEPT WAS BROUGHT OUT WHEN THE PRODUCTION MANAGER LABELLED THE OFFICE PERSONNELA BUNCH OF “PAPER PUSHERS” ?

**SOLUTION:**

The Production manager thinks that the office personnel's will be only having paper works they won't be having any much work to do physically they are enjoying the comforts without doing much physical work. According to production manager he feels that the office people is having more space just to keep their paper and files etc. He also thinks that the space giving for the office people is more for their nature of working comparing to his production work. He believes there is no much work to be performed compared to production department they just deal with paper work like recording day to days activity which is an easy task.

3.DO YOU THINK THAT MURTHY’S APPROACH TO GETTING “OBJECTIVE FACTS” FROM STATISTICS ON PLANT AND OFFICE LAYOUT WILL AFFECT THE PERCEPTIONS OF THE OFFICE AND PRODUCTION MANAGERS ?

**Solution:**

Yes, Murthy’s approach to getting “Objective facts” from statistics on plant and office layout will affect the perceptions of the office and production managers. 1. It gives the clear picture about the proper and improper utilization of space. 2. It avoids the misunderstanding and the confusion of the office and production manager. 3. It helps in taking further decision whether additional plant is needed or not. 4. It influences on the perception of both product manager and office manager about the space utilization and further decision can be taken effectively without any conflicts. 5. It helps to take the decision without much wastage of time

4. IF YOU WERE IN MURTHY'S POSITION, HOW WOULD YOU HAVE HANDLED THE SITUATION ?

**Solution:**

Mr. Murthy being in the responsible position must first be aware is the exact situation. Unless and until the real situations are evaluated, a feasible solution for the problem cannot be found out. Suppose I was in that position of Murthy first I would have collected the statistical reports regarding the effectively the space can be utilized. Mr. Murthy as a head of committee must primarily analyze the space utilization of the various departments. If he would have collected and analyzed the statistics of plant and office layout, than the meeting conducted would have been served the main purpose. As he fails to consider the real situation before the meeting, unproductive conversion between the production and office department would not have taken place. So it is my responsibility to consider the real before inviting anyone for discussion on any matter

**Case Study 5: Training**

One Monday morning Sanjay Nagpal, a recent recruit from a reputed anagement institute in Chennai walked into the sales office at maniple as a new sales trainee. Raghavan the zonal sales manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officers, field executives and trainee salesman numbering over 50 of three areas namely manipal, Bangalore. Trivandrum. The sales growth of computers, parts and other office equipments in his area was highly satisfactory, especially in recent years – thanks to the developmental initiatives taken by respective state government in spreading computer education in office, schools, college, banks and other institutions. Raghavan had collected several sales reports, catalogues, and pamphlets describing in detail the types of office equipment sold by the company. After a pleasure chat about their backgrounds, Raghavan gave sanjay the collected material and showed him to his assigned desk. Thereafter Rahavan

excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 P.m. he picked up his things and went home.

Q: what do you think about Raghavan's approach for training Programme?

A: As mentioned in the case, Raghavan has given Sanjay the collected material (sales, reports, catalogues, and pamphlets describing in detail the types of office equipment sold by the company) and showed him his place of work. Thereafter he excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 P.m. he picked up things and went home. This approach of Raghavan clearly implies that he wants to analyze the knowledge, skills, and ability of the new trainee Sanjay Nagpal by giving him complete freedom to handle his assigned work.

### **Procedure:**

**I Step : Case Analysis**

**II-Step : SWOT ANALYSIS**

**III-Step : Answers to given questions**

**IV-Step : Conclusion**