

# S.Y.BMS (3rd sem) Feb-2006 Princ of Mgt

Time : 3 hrs.

FAX

Marks :100

- N.B. : 1) Attempt any four casestudy questions  
2) All questions carry equal marks  
3) Figures to right indicate full marks

## Q.1 PREY OF CIRCUMSTANCES CASE

Mr. Prakash Kothari had served Standard Bank for 28 years. He enjoyed impeccable reputation of being an honest man. He was considered a trusted official in the organisation. When the bank opened its branch at Indore Mr. Kothari was the natural choice and was promoted as the branch manager. He shifted to Indore with his family consisting of his wife and the only son Rahul Kothari. Rahul was an ambitious young man with interests in medicine. His parents knew his average performance at Board examination will not get him a seat in medical college.

Once Mrs. Kothari told her husband that a seat would be available at the local medical college for a donation of three lakh rupees and he must make arrangements to ensure bright future for his only son. Mr. Kothari had hardly any savings left having bought a small flat at Mumbai. He was also convinced to give a life to his son better than his own. Much against his convictions he chalked out a plan.

The draft issue section was under Mr. Kothari. He used to issue bundles of drawing books from the main stock of the security forms of the branch and kept the same in his custody. One day he removed five drawing books out of the stock of books valued at Rs. 3 lakh. He then started issuing drafts in various names by allotting correct branch serial numbers obtained from the branch register under his control. New accounts were opened in different branches of the same bank and these were introduced by the bank employees. These drafts were passed without any suspicion.

When Board results were declared Rahul, as expected, did not fare well. Things moved as per plan and Rahul secured admission in the medical college. Mrs. Kothari was overjoyed. Without any consultations Mr. Kothari submitted his resignation to the head office.

### Question

- 1) Can an honest man like Mr. Kothari fall prey to unethical practices ? 5
- 2) Is it possible to prevent the kind of the fraud illustrated in the case? 5
- 3) Why Mr. Kothari submitted his resignation without consultations 5

## Q.2 SILENT DEVOTEE CASE :

C. N. Kenny is an intellectual leader, highly qualified and with vast experience. He is presently employed at a pharmaceutical concern as HRD manager. In his career spanning 25 years he has changed ten jobs. Mostly because he has his own opinion on every issue and when management is unreasonable in its dictates he decides to quit the job.

Director - Human Resource calls him and says that one worker Praful Rane should be terminated within two months. Kenny, as usual, says I will first look into the matter. After few days he gets in touch with the Director and informs him that the family. Give me one more chance and I will speak to Rane.

Director does not appreciate this point of view, Gradually he starts withdrawing his authority, making it more and more difficult for Kenny to operate independently.

Kenny could see the writings on the wall and drafts his resignations letter.

### Questions

- 1) What values were upheld by Kenny ? 5
- 2) Do you think some sort of compromise could have been reached avoiding resignation ? 5

**Q.3 THE NIDDLE OF SUSPICION CASE :**

Since the time Mr. Jawahar Kaul was appointed as office manager there was marked improvement in office discipline and administration. Mr. Kaul, a professionally qualified, was manager, was appointed by the management with a view to set the house in order and help improve relations among the employees who have been at logger heads for a long time. Therefore the appointment of Mr. Kaul raised high expectations and employees considered him as management's man. It is to the credit of Mr. Kaul that he beautifully maintained balance implementing the policies of management and acting as mouthpiece of office employees. He succeeded in improving the overall work environment and infused friendliness among the employees.

It was lunch time and all the office employee left for dining room except for Mr. Satish the senior most typist, who was hurrying to complete the work. Having completed the work within few minutes, he too went to the dining room. When the employees returned to their table Mrs. Asha Shama, the telephone operator complained that in her absence someone has pilfered money from her purse which was kept in her drawer. All the employees said we were together except Mr. Shah. The needle of suspicion pointed at Mr. Shah who pleaded innocence. Led by Mrs. Sharma all the employees approached Mr. Kaul and pressurised him to either recover the money from Mr. Shah or suspend him because circumstantial evidence was against him.

Mr. Kaul gave them patient hearing but something in him was telling him that Mr. Shah is innocent but he could not prove it. Mr. Kaul tried to pacify the crowd by saying "Mr. Shah has been with this company much before I joined. There has been not even one complaint filed against him. Considering his dedicated service, I give him benefit of doubt but will make inquiry at my level". The office employees were not the least satisfied and dispersed grumbling. Mr. Kaul continued his inquiry which revealed that during lunch break the sweeper of the office had entered and stole money from the purse. The money thus recovered was given to Mrs. Shama.

**Question:**

- 1) Why did management consider Mr. Kaul an asset to business ? 5
- 2) Why the needle of suspicion pointed at Mr. Shah and to what consequence ? 5
- 3) Do you agree Mr. Kaul handled the situation professionally ? Did he have other option ? 5

**Q.4 The Only Way out 'CASE'**

Mr. Dinesh Prabhu is a highly successful marketing man. Currently he is working for a leading pharmaceutical concern. His employers are very much pleased with his work and he has proved to be a result - oriented area manager. Mr. Prabhu is passing through a dilemma. His daughter and son-in-law are arriving in Mumbai from Australia during the mid-May and shall be staying with him only for a week. They have asked Mr. Prabhu to keep one week free from official work. As a matter of fact, Mr. Prabhu is also looking forward to speed sometime wait daughter and son-in-law who are visiting after two years.

Being peak summer time, four area managers have already requested and received approval from their boss to take off that same week. Mr. Prabhu knows that if he forwards his leave application to his boss Mr. Kiran Aroskar, he certainly would not sanction, his leave. Mr. Prabhu decided to forward his request directly to Mrs. Sehil Khanna, who is Aroskar's boss and who is friendly with Mr. Prabhu, because they stay in the same housing society. Not realizing that Aroskar has not seen that request, Mr. Khanna sanctions the leave. Just before Mr. Prabhu proceeds on a week's leave Aroskar finds out accidentally that his leave was sanctioned by Mr. Khanna.

Precisely this is not first that an employee has got the work done by approaching Mr. Khanna directly. There are many such instances. Employees have side-tracked Mr. Aroskar and got sanctions directly from Mr. Khanna. This style of getting work done has become so very common that employees know if they approach Mr. Khanna, they are not disappointed. This actually puts Mr. Aroskar in an embarrassing position.

**Question:**

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| 1) Why is Mr. Prabhu afraid that his leave may not be sanctioned?                | 5 |
| 2) Do you think Mr. Prabhu has remained ethical in getting his leave sanctioned? | 5 |
| 3) Why does Mr. Aroskar feel embarrassed ?                                       | 5 |

- Q.5** Why do different human beings behave differently under similar circumstances?  
 Does the individual behavior subscribe to 'Cause-effect' phenomenon?  
 Discuss highlighting on how this study would help Indian business  
 Manager to resolve conflicts and solve complex business problems ?