

Instructions

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

Q.1 CONCOCTION CASE;

Health Innings is a small scale concern mostly making and selling health tonics. Over two decades some of its brands have clicked in big cities and rural areas. Its best known brand of health tonic is Wellness which is marketed to fight cold. The formula of this tonic is a well-guarded secret. The owner of the business Rabindra Banthia has been facing stiff competition from large concerns including foreign companies.

These days Banthia is under tremendous stress. He has been toying with several ideas - how to survive competition. On an experimental basis he concocted fifty bottles of Wellness with two ingredients less. This concoction reduced his cost of production. He approached his known doctors and requested them to give doctors sample bottles to such patients from whom it is possible to get feedback. No patient complained about the efficacy of the tonic.

Now Banthia is a happy man. If he market his tonic with two ingredients less no one can know. He can very well increase the commission of distributors and expect rise in sales. The million dollar question is should he do it? Is it ethical?

Question :

- 1) What are the main problems faced by small scale businessmen? 5
- 2) Do tonics really help? Is Wellness cure for cold? 5
- 3) Will you advise Banthia to remain ethical or go unethical because all is fair in business? 5

Q2 THE BHOPAL TRAGEDY CASE ;

Historically , Bhopal is known to be a city of beauty, art and literature. Its only recently that Bhopal has earned the reputation of maintaining some large industrial establishments and Union Carbide is one of them. On 3rd December, 1984, sometime after midnight , outside Bhopal a cloud of deadly methyl-isocyanate gas leaked from a pesticide plant owned by the Indian subsidiary of multinational Union Carbide. The gas leak killed hundreds of adults and children . There was hue and cry everywhere and lakh of people flee in panic. More than 2000 had died from inhaling the gas and more than one lakh people had to be hospitalised for respiratory problems and eye damage. Certainly this was the worst industrial disaster in our country.

Union Carbide took the immediate decision to suspend its production of methyl-isocyanate in India and also at its West Virginia plant in USA. The Indian government held Union Carbide responsible for not taking adequate safety measures. Legal proceedings were started against Union Carbide both in India and US asking for billions of dollars in compensation to be victims of gas tragedy . The role of multinationals were brought under microscopic scrutiny.

Both in India and US, officials debated the need for increased regulation and inspection of chemical processing plants. Social activists and industrial experts considered passing "right to know" laws that would require chemicals companies to provide detailed information about hazardous materials to the employees and the people residing in the vicinity of the plants.

Union Carbide was known to maintain one of the best records of industrial safety but tragedy at Bhopal tarnished its image. Corporate Chairman

Question :

- 1) How far would you hold Union Carbide responsible for the Bhopal tragedy? 5
- 2) Does this incident bring out the darker side of multinationals? 5
- 3) Right to know should be applicable to all plants using hazardous materials. Do you agree? 5

Q3 STRESS BUSTERS CASE

Till recently Indian business boardroom was a male precinct. Professional management was considered a domain outside women grasp. Today when efficiency and leadership acumen are the only prerequisites to moving up the corporate ladder, its the women who are on top. Research conducted by the Bangalore - based Eduquity Career Technologies indicates that if women are emerging as the dominant force in the corporate world, its because they are more efficient under stressful conditions. A large number of women are entering into making career in management. Highly educated employees are more comfortable with a low profile leader. This supportive element is strongly ingrained in women. Women have an eye for details and awareness of the motivational needs.

Female executive perform better than their male counterparts when it come to interpersonal skills and taking difficult decisions. Women fare marginally better in terms of stress - tolerance and listening skills. Female executives show the ability to keep cool under stress. What matters in any corporate outfit is the ability to deliver results. That 's exactly what women are doing. Certain findings indicate that women cope better with chronic stress such as long periods of financial stress. If female corporate executive are able to handle pressure well. It is because the Indian woman is conditioned to playing a number of roles at homes.

- 1) How female executive have made headway in the made dominant corporate world? 5
- 2) Do you agree that women executives cope with stress better? 5
- 3) Would you say women executives show greater resilience over an extended period of time? Give your opinion 5

Q4 CONFIDENCE CASE

Breadman is a household name in the city today. The business was launched in 1984 in Mumbai and it baked and sold only two quality of breads - sweet and salted. The man behind the venture was Mr. Cedric Gomes. The business was stated as a family business with its only sales outlet at Colaba. Over the years, the business is converted into company organisation and runs twenty sales outlets all over greater Mumbai under the personal supervision of Mr. Gomes.

With age fast catching up with Mr. Gomes, he decided to promote one Mrs. Cynthia Joseph as the marketing manger who will coordinate administration in all the sales outlets and on policy matters will seek opinion of Mr. Gomes. The job involved lot travelling, ensuring prompt supply to all the outlets and seeing no crisis develops at any of these outlets. Apart from regular breads, now the business supplied cakes, pastries, buns, rolls and ready to eat items like cutlets and pattice.

Mrs. Joseph started well. She made it a point to visit each outlet at least once in a week. Initially she used to have regular consultation with Mr. Gomes but with the passage of time she started taking independent decisions. Mr. Gomes thought she does not want to disturb him and considered this delegation of authority effective.

While going through the bank statement Mr. Gomes noted that cash sales proceeds are not deposited in the bank daily but once in two or three days. On inquiry, the accounts department confirmed that it was being done on oral instructions from Mrs. Joseph, Mr. Gomes was more than annoyed and decide to replace Mrs. Joseph soon.

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| 1) | Do you support the decision of Mr. Gomes to promote Mrs. Joseph as marketing manager? | 5 |
| 2) | What principle of delegation of authority was violated by Mrs. Joseph? | 5 |
| 3) | Why did Mr. Gomes decided to replace Mrs. Joseph? Was he right ? | 5 |

Q5 As a product business manger how would you make following theories applicable to your business? 15

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| 1 | Hezzberg's theory of motivation |
| 2 | Theory-Z |
| 3 | Situational leadership |
| 4 | Democratic leadership |