

## Case 1

### Making Friends at Texco

Samir Sethi, the managing director of Texco, a Mumbai-based textile manufacturer was quite pleased with himself. It was Friday afternoon and his flight from Tokyo was just about to land at Mumbai. He had just returned from Japan where along with his sales director Aman Kalra, he had managed to successfully complete negotiations on a 25 million (INR) order from a Japanese golfing accessories manufacturer “Kokuna”. The order was for the manufacture of a new range of Golf Sweaters and accessories and was the biggest single order that the company had received in the last five years. They had come up against stiff competition from other sports-wear manufacturers in India and Japan.

To secure the order, Texco had to promise delivery of the first batch of newly designed Golf Wear within six weeks and bulk order shipments of Ten Thousand Pullovers every two months. This created a problem. At maximum production, Texco could only manufacture and meet these order requirements by dropping 80% of its existing business. It also meant that three new computerized manufacturing machines and a new computer aided design system would be put to work in order to come up with the new style and design to manufacture the Sweaters. These machines had been recently purchased at great expense. The problem was who would operate the machinery and design systems to meet the order requirement, and what to do with Texco’s current work load.

Still, it had been a good trip and Samir had the weekend to plan the company’s future course of action. Sunanda Rakhiza, Production Director at Texco was called for a board meeting on Monday morning. “Its like this, Sunanda,” said Samir. “We need the new designs in a matter of weeks and they have to be computer generated to fit straight into our new machinery. Our people haven’t been trained on them yet, so we will have to subcontract this to some freelance designers who specialize in this field. They will do the design for us and we should be able to meet the six week dead line with some ease.” Sunanda paused, “So who is going to actually make all these lovely new Golf Sweaters then, and who will tell Tinna and Company that we can’t provide them with any knit wear for the next nine months? You Can’t just tell the design shop that they are surplus to requirements for the next couple of weeks and then tell Tinna that we are sorry but they will have to wait. That’s not how we do business, isn’t it?”

Samir’s reply was succinct and to the point. “Sunanda, this is a new millennium. If this company is going to survive it has to become an international concern. Sure, Tinna is a big contract for us but we will deal with that problem when it arises. As for the designers I am going to have a meeting with all of them this Afternoon and let them have the good news.

Work stopped at Texco at 4.30p.m that day. Samir Sethi accompanied by Aman Kalra and Sunanda Rakhiza addressed the staff in company’s cafeteria. Samir started off in an ebullient mood “Well, the situation facing us is one that I’m sure other companies would like to be in. I’m

sure that you are by now that we have managed to win the biggest orders in this company's short history with the Japanese golf Company KoKuna. This assures our futures and means that jobs are secure. However, it does put us under a bit of pressure. To this end, I have made arrangements with an outside design and production team to join us temporarily to design and manufacture the Kokuna Sweaters on our new equipment. This should allow the rest of you to carry on with your normal duties, allowing us to meet the tight deadlines Kokuna have set. The outside team will be independent and will gradually bring in our own staff on design and production matters when they feel that the time to pass on the contract is right. To me, it's the best of both the worlds, and with a little bit of a squeeze we can do the Kokuna work and still satisfy the need of our other customers. There are good times ahead, lots of hard work but I'm sure you will agree with me that it will be worth the struggle in the end.

Samir's comments were met initially with a stunned silence. However it did not take long for murmuring to begin. The first comments came from one of the designers, "Are you saying that we are not good enough to do the design for the new sweaters?" "Yeah, and we can't handle the new machinery so we will buy in some smart people from outside, is that it?" The meeting soon deteriorated into verbal mudslinging with comments such as, "We are only good for the simple stuff, who are these outsiders anyway, and don't you trust us to be able to delivered this for you?"

As the meeting finally began to get out of hand, Samir turned to the assembled group and said, "Who do you people think you are? We bring in the biggest order we have ever had and all you can think about is yourselves. Obviously, we will have to get this situation resolved before we go anywhere." However on his way out of the Cafeteria he turned to Sunanda and said, "These people need a good sorting out. Come and see me tomorrow morning first thing and we will get to the bottom of this.

1. Was Samir Sethi wrong? How should he have approached the situation?
2. What advice will you give to Sunanda before the Tuesday morning meeting?
3. How should Texco deal with the situation?

## Case 2

Swetal Finance Limited is a non-banking finance company(NBFC).It is engaged in financing hire purchase of transport vehicles, more particularly heavy and medium trucks. It has its branches in most of the large cities of Northern India. Arvind joined this company after doing MBA with finance major. After serving for six months at the head office of the company, he was

appointed as branch manager in a city having population of about 10 lakh. After joining this branch, Arvind found out that the branch was not working with its fullest potential. He further realized that the branch members were not adequately motivated to get things done. There were five staff members four of them being office personnel while one person was working as a class four employee. In order to do so, he analyzed the personality features and need patterns of these four employees. His analysis revealed the following conclusions about them:

Sagar, the senior most employee is quite creative and may be called as genius to some extent. However, he is highly emotional and always looks for praise from others. Most of the time ,he talks about himself and wants to become centre of attention .He tends to live in fantasies and day dreaming .His work behavior shows that as long as others praise him he comes up with innovative and creative ideas. For every success, he tries to grab all the credit and there is a sign of failure, he tends to push the responsibility on his colleagues.

Riten, the next senior most employee appears to care more about himself and his family consisting of his wife and only son. He feels that he is doing the job only

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to provide happiness to his family and for supporting them. He believes that at least minimal job performance standard should be maintained so that the company does not have any negative perception about his work performance. He is very social and creates friendly atmosphere whenever he meets anyone including the company's customers.

Santanu, the third employee with respect to seniority, is quite opposite Riten Santanu is quite loyal to the company and responds well to its rules and incentive plans. However, he lacks initiative. He does not do anything independently though he does the work well which is assigned to him by the branch manager.

Rohan, the fourth employee is quite intelligent and assertive. He works for earning more money and believes in job hopping implying that he would readily change his job for money. In his present job, he works overtime to earn more money. Arvind informally collected information about Rohan from his previous employer which is "Rohan is very adamant and has a forceful and driving personality. With us he performed very well but his personality was so strong that we were glad to get rid of this argumentative, adamant and arrogant fellow"

1. Analyse the need patterns of these four employees in the light of content theories of motivation.
2. How will you describe motivation of each employee in terms of the process theories.

3. Advise Arvind about the strategies that he should adopt for motivating his subordinates for better performance.

### Case 3

Mishra group of companies are well known for their monopoly in the market of spices. Their packaged spices are almost visible in all the households. This company was started by Mr. Ramdulal Mishra, who created this industry from the scratch. He used to coordinate with all the ground level workers, farmers, suppliers for choosing the raw material and getting the best out of it. He had no formal education in business; in fact he could not even complete his graduation as he had to take the financial responsibility of his family after his father's sudden demise. But his sincere effort and constant labour helped him to create a strong position in the market of spices. By the time his only son Mr. Rajeev Mishra came back from USA with his foreign MBA degree, there were already 10 factories across the country. Within few months of Rajeev's arrival, his father fell ill with cerebral attack and Rajeev had to take the charge of the business. He showed interest in exporting the spices to other countries which his father had never thought of. He brought a lot of changes in the manufacturing process to increase the productivity. He instructed the branch managers to be very strict in their mode of functioning within the factories, also applied medical schemes, attractive piece rate incentive scheme etc. In his father's time, if any worker used to require medical help, he used to inform the branch manager and he used to arrange money from the owner. There was no organized medical insurance policy, but at the same time workers were not unhappy as in their time of need they were never disappointed.

Within a year it came to Rajeev's notice that the production level (both quality and quantity wise) is going downwards. The old line managers in the factories are expressing their concern over absenteeism of labours, moreover, some new industries in the same sector were emerging who got hold of their old suppliers even some of their skilled labours. The branch managers were very worried as they could feel the target production would be difficult to achieve. They wanted to have a meeting with Rajeev. But Rajeev was very busy in creating new business contacts in the other countries; he was almost on the move and was visiting the prospective foreign clients. So he asked the branch managers to go for video conferencing. Finally, after getting to know the scenario, Rajeev literally felt confused. He was under the impression that he has made his father's business more structured, he has brought contemporary technology in the factories, - he rehashed the entire HR policy and reward system - in order to save travelling time he introduced video conference set up in each branch. He was unable to understand what has gone wrong. In this condition, he thought of consulting an OB specialist so that the organization can be given back its old glory.

1. What suggestions would you give to Rajeev as an OB consultant regarding motivating the employees?
2. Do you think Rajeev's approach was correct? If not, why ?
3. What did the employees expect from Rajeev and from the company?

#### Case 4

Spectrum, a leading IT company, started its operations in India few years ago. It is now aggressively looking to scale up its workforce.

As a part of its effort to increase head count, the firm is looking for the right mix of people. On the one hand, it needs a high number of entry-level software engineers, on the other hand it needs employees with significant work experience to manage them. It has thus started an employee referral programme to recruit lateral-entry candidates with work experience of more than 3 years.

Sanjay Upadhyay joined the company in January 2007 with more than 3 years of software development experience behind him. Sanjay was an engineer from a prestigious engineering institute in Delhi and was the institute topper. He was the recipient of the best employee award from his previous employer. He had previous experience in Java programming for mobile devices.

At Spectrum, he joined a small project team, headed by Santanu which also included an entry level resource, Rajeev, who had four years experience in working on the project. The project was on and fixing bugs in a module developed in Java programming for new data transfer algorithm for internal protocol.

Sanjay, seemed aloof from the work he was assigned to right from his first day at work. He was hesitant about asking Rajeev questions and clarifications about the project. Interaction with Rajeev would have enabled him to come up to speed with the project work. However, when Rajeev would explain certain specific details, Sanjay would often interrupt him by saying that he already knew the details. Both Santanu and Rajeev were MCA's from private colleges and thus developed inferiority complex.

The time Sanjay was putting into the job was not adequate. He would invariably turn up late to office, go for long coffee breaks, and leave early. He would often be seen by his colleagues continuously talking on the cell phone while working conversations unrelated to his job. All this going unnoticed by the manager since Rajeev compensated for Sanjay's work by putting in extra hours.

A month into the project, Sanjay's work was found to be much below the satisfactory level with elementary mistakes committed in his work. The client was extremely disappointed in the

careless errors. Moreover, Rajeev was having a tough time doing most of Sanjay's work apart from his own.

The head of the department, Ms Sreemanti Roy, on being notified of the progress of the project and on the complaints from the clients organized a meeting. During the meeting Santanu, in order to avoid presenting a negative image of the group stated that more people were required for the project with requisite skills.

After analyzing the situation, Sreemanti decided to shuffle team members. She moved some senior programmers into the project and decided to move Sanjay to a new project. Sreemanti had to make the difficult situation of moving Sanjay to another project because there were no other projects that focused on mobile devices. A close competitor of spectrum was a pioneer in mobile devices and Spectrum did not want to venture into mobile devices because of the high competition in the field. The company wanted to maintain its leadership position in internet technologies. Sreemanti decided to call a meeting with all the department heads and the HR managers to discuss the issue and find a suitable project for Sanjay.

The management decided to move Sanjay to a team that was working on wireless technologies. The team wanted to expand and was on the lookout for new members. Rahul ,a B-tech graduate from IIT Delhi headed the team. It consisted of members from NIIT,IIT and BITS and the team was working on the latest wireless technologies.

Sanjay was not given a mentorship role in the new team. He joined as a core member of the team and was happy with the egalitarian approach of the team. He could ineract with all members and participate as well as offer suggestions and advice. Sanjay's work required strict adherence to deadlines .Here he reported better performance though his performance relative to the team was low. He seemed enthusiastic about taking suggestions from other team members and there was a marked improvement in his listening skills.

- 1.How do the two groups differ from each other?
- 2.Comment on the impact of the first group on Sanjay's performance.
3. .Highlight the significance of the second group on Sanjay's performance.

## Case 5

Mr. Abhishek was appointed as general manager, administration in Pioneer Industries Limited. He joined the company only about two years back. Prior to joining this company, he served another company for two years. He did his MBA from a reputed institution .He considered himself as high flier .After getting promotion as general manager, administration; he felt quite excited and was enthusiastic about his new job. However, because of young age and lack of adequate experience Mr Avishek was considered as a junior executive by most of his subordinates.

The administration department of the company had four major subunits: purchasing, record maintenance, secretarial services and printing. Each subunit was headed by a manager who was directly reporting to Mr. Avishek. Most of them were with the company for a fairly long period of time and that too in their present units. Since Mr, Avishek was the youngest, his appointment was viewed with suspicion .They had a liking for the previous manager and were sorry to see him leave the company.

The general manager, Avishek, started holding weekly meetings of the department. However ,he noticed that managers were hesitant to speak; he was the only one to speak. He made some changes in the operating procedures that he felt would increase efficiency and announced them in the weekly departmental meeting. There were no reactions to the changes,but later he noticed that the managers continued to follow the old procedures. He talked to them individually but felt that they were not opening up to him. The problem continued.

After about two months, Avishek started receiving complaints from other departments about the services they received from the administration department. These complaints were mostly related to purchase and printing. Avishek believed that his department should provide the best possible services and therefore admonished the managers in a weekly departmental meeting. He still received little response from them. One day, out of frustration, he became very upset at the third complaint that week over jobs done in the printing unit. The manager of the printing unit was not available at that moment. Avishek called over the chief print operator, chewed him out and told him to re -do the job on the same day. The printing unit manager returned and

immediately called a meeting and commented “We have to do something Avishek is too young and incompetent and tyrant”. “Not only does he dictate us in the departmental meetings but also talks to our employees behind our back. He has no confidence in us. I’m fed up with the situation”-said the manager, secretarial services. Finally, the manager, maintenance said “I don’t think we have much choice. He is regarded high by top level management. We cannot talk to him and higher up and if we continue doing things this way, our careers will be ruined. Therefore we should look for some other job opportunities.”. They all reluctantly agreed and the meeting ended.

### **Questions**

- 1 Describe the nature of the problem in this case.
2. Outline the means you would propose to solve the problem at its very onset and in the current situation.

### **Case 6**

Mr Kamal Nayan joined as office manager, Industrial Products Limited after coming back from U.S.A from where he got his M.B.A degree with specialization in personnel management. He was young and energetic and believed in results. Before proceeding to USA, he had several years

of experience in India in different capacities. When Mr. Nayan joined Industrial Products Limited, its office time was 10.30 am to 5.30 pm. He felt that the timing should be changed to 10.00 am to 5.00 pm because he knew that office personnel in USA did not work after 5.00 pm. He thought this to be true for India also and to ensure more availability of effective time for office, he changed it to 10.00 am to 5.00 pm. He announced the change officially.

No one reacted initially but after two days, Mr Nayan received a written memorandum by all office personnel that old office timing be restored. Mr.Nayan did not yield to this demand. However, he was convinced that the first step was to build cooperative spirit among his employees through informal get together. Therefore, he prepared a scheme of having monthly dinner party of all members of the office. In the party, all members were to bring their home made dishes. Their wives and children were to be encouraged to attend the parties. The scheme was announced through placing it on the information bulletin of the company. The notice also invited suggestions from the members for making the scheme successful. Two weeks elapsed but no suggestion came. On one occasion when the day was nearing for the first dinner party he overheard the conversation between two of his office co-workers:-

“So what are you bringing for the office party? as for myself, I will bring Bhelpuri”

Second employee:- “I will bring Chana”(both laughed). Mr Nayan understood that no one was concerned about his scheme.

1. What are the reasons for not supporting the actions of Mr.Nayan by his employees?
2. Suggest how should Mr. Nayan proceed in this case.