

# ESSENTIAL OF MANAGEMENT



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## Short Description

**ESSENTIAL OF MANAGEMENT case study**

## Description

Ajay Sharma is manager -SU4, i.e. Sub Unit 4 and is direct uncharged of around forty five workers and ten supervisory staff. The company is ISO9002 certificate holder and the policy clearly spells out objectives for all levels of employees. For the next two years. Each unit has its own production target and any deviation from these targets is reflected in weekly reports prepared by head of units. Ajay however is worried about his unit. Since he joined this new position to weeks ago, he has observed the functioning of the workers and made notes on how they work. Out of 10 supervisors, only 2 of them have been recruited directly. But all the workers show no difference of attitudes for direct supervisors. Ajay realized that his sub unit has defaulted on five occasions to meet the target in the last 3 months. He emphasized the need to tackle this issue urgently. During his observations, Ajay noticed that a certain supervisor, Chander Pal is most vocal and is seen discussing all issues with everybody in free time and is doing his a work very efficiently. Ajay in a formal discussion with all his 10 supervisors raised the issue of failing to meet the weekly targets. He proposed to form 3 work groups within the sub unit, who will be responsible for meeting weekly production targets and also for maintaining performance ratings for individual workers. He suggested that Chander Pal should be the leader of these groups. He also made it clear that there was no provision for performance related compensation or incentives. But based on the performance monitoring, we will select a 'Performer of SU-4' on weekly basis. Ajay entrusted the following 3 major responsibilities to the groups. (a) Create awareness on production target and quality. (b) Check the production achieved as against the targets on daily basis.

(c) Monitor individual performance.

Answer the following question.

**Q1. Discuss Ajay's approach to the situation**

**Q2. Why Ajay has chosen Chander Pal as leader of group? Discuss the role of a group leader.**

**Q3. Whether the groups formed will show immediate results or not. Explain.**

**Q4. Debate the likely differences in departmental promoted and directly recruited supervisors.**

**Details**

**1. Case study solved answers**

**2. pdf/word**

**3. Fully Solved with answers**