

BUSINESS ADMINISTRATION



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Short Description

BUSINESS ADMINISTRATION

case study

Description

Case 2 :-

“Naughty Rule”

Dr. Reddy Instruments is a medium-sized the Industrial Estate on the outskirts of Hyderabad. The company is basically involved with manufacturing surgical instruments and supplies for medical professionals and hospitals.

About a year ago, Madhuri, aged 23, niece of the firm’s founder, Dr. Raja Reddy, was hired to replace Ranga Rao quality control inspector, who had reached the age of retirement. Madhuri had recently graduated from the Delhi College of Engineering where she had majored in Industrial Engineering.

Balraj Gupta, aged 52, is the production manager of the prosthesis dept., where artificial devices designed to replace missing parts of the human body are manufactured. Gupta has worked for Dr. Reddy Instruments for 20 years, having previously been a production line supervisor and, prior to that, a worker on the production line. Gupta, being the eldest in his family, has taken up the job quite early in life and completed his education mostly through correspondence courses.

From their first meeting, it looked as though Gupta and Madhuri could not get along together. There seemed to be an underlying animosity between them, but it

was never too clear what the problem was.

Venkat Kumar, age 44, is the plant manager of Dr. Reddy instruments. He has occasionally observed disagreements between Madhuri and Gupta on the production line, Absenteeism has risen in Gupta's department since Madhuri was hired as quality control inspector. Venkat secretly decided to issue a circular calling for a meeting of all supervisory personnel in the production and twelve quality control departments. The circular was worked thus:

Attention: All Supervisors Production Quality Control Departments

A meeting is schedule on Monday, Feb 20, at 10 a.m. in room 18. The purpose is to sort out misunderstanding and differences that seem to exist between production and QC personnel.

Sd. Venkat Kumar Plant Manager Venkat started the meeting by explaining why he had called it and then asked Gupta for his opinion of the problem. The conversation took the following shape:

Gupta: That Delhi girl you recruited is a 'fault finding machine' in our dept. Until she was hired, we hardly even stopped production. And when we did, it was only because of a mechanical defect. But Madhuri has been stopping everything even if 'one' defective part comes down the line.

Madhuri: That's not true. You have fabricated the story well.

Gupta: Venkat, our quality has not undergone any change in recent times. It's still the same, consistently good quality it was before she came but all she wants to do is to trouble us.

Madhuri: May I clarify my position at this stage? Mr. Gupta, you have never relished my presence in the company. I still remember some of the derisive remarks you used to make behind my back. I did take note of them quite clearly!

Suresh (another quality control supervisor): I agree with Madhuri Venkat. I think that everyone knows that the rules permit quality control to stop production if rejections exceed three an hour. This is all Madhuri has been doing.

Gupta: Now listen to me. Madhuri starts counting the hour from the moment she gets the first reject. Ranga Rao never really worried about absolute reject rule when he was here. She wants to paint my department in black. Is not that true Riaz Ahmed?

Ahmed (another production supervisor): It sure is Gupta. Every time Maduri stops

production, she is virtually putting the company on fire. The production losses would affect our bonuses as well. How long can we allow this ‘nuisance’ to continue?

Thirty minutes later Madhuri and Gupta were still lashing out at each other. Venkat decided that ending the meeting might be appropriate under the circumstances. He promised to clarify the issue, after discussion with management, sometime next week.

QUESTIONS:

- 1. Should Venkat have called a meeting to sort out this problem? Why or Why not?**
- 2. What do you say about the rule calling for production to halt if there are more than three rejects in an hour? Should it have been enforced? Explain.**
- 3. What do you feel is the major problem in this case? The solution**

Details

- 1. Case study solved answers**
- 2. pdf/word**
- 3. Fully Solved with answers**