

### QUESTIONS

- (a) As a Chief General Manager, how will you deal with this case?
  - (b) Give reasons for the advice that you will offer in this case.
  - (c) Give a suitable title to the case.
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Reg. No. : .....

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B.B.A. (CBCS) DEGREE EXAMINATION,  
NOVEMBER 2015.

Fifth Semester

Business Administration — Main

CASE ANALYSIS – I

(For those who joined in July 2012 and afterwards)

Time : Three hours

Maximum : 75 marks

### CASE ANALYSIS-1

1. Read the following case carefully and answer the questions given below after analyzing the case in the light of your knowledge about the meaning, functions and skills of management.

The Standard Textile Printing Works conducts business in high quality printing of superior textiles. It has good reputation in the market. The company employs about 500 workers and works in three shifts a day. There is no union in the plant. The chief executive of works is the General Manager who is assisted by three Shift managers, Supervisors and Assistant Supervisors.





For the past few months the General Manager has been receiving frequent complaints from Shift Managers that pieces of customer's clothes were missing from the plant and they could not account for losses. The General Manager took a serious view of the losses because it meant not only payment of damages to the customer but also the company's reputation in the market. He, therefore, ordered a close search of workers at the time of their leaving the workplace for home. As a result of these searches a couple of workers were caught with small pieces of cloth hidden inside their dresses. They were charge-sheeted for theft and subsequently dismissed after the domestic enquiry.

Some days back, during lunch interval, Vinayak, worker in the folding department saw an Assistant Supervisor taking a piece of cloth and putting it in his briefcase. Vinayak immediately reported the matter to the shift Manager, who came to the department and found the piece of cloth in briefcase of the Assistant Supervisor. Without any discussion, he asked the Assistant Supervisor to see him in his office. A week passed and the concerned Assistant Supervisor continued to attend to his work.

During this period, the Assistant Supervisor threatened Vinayak that the latter's days here are numbered. This upset Vinayak. He approached the Shift Manager and enquired of him as to what

Page 2      Code No. : 12680

action was taken against the Assistant Supervisor. The Shift Manager curtly replied, "I am thankful to you for whatever you did; it is none of your business to know what action we are taking against him. Remember that, after all, he is your officer!" Vinayak felt irritated, left the Shift Manager's office without a word.

On the same day, when the Watchman was about to search Vinayak while he was leaving the plant, Vinayak shouted at the Watchman saying "I will not allow myself to be searched unless the officers are also searched. They are the real thieves!" The watchman detained Vinayak at the gate and reported the matter to the General Manager, who called Vinayak to his office. On being questioned by the General Manager, Vinayak told him all about the piece of cloth in the Assistant Supervisor's briefcase and subsequent events and repeated what he had said to the watchman. The General Manager thereupon asked him angrily, "Do you mean to say that we are thieves?" Vinayak replied "You can take it that way, if you like." The General Manager recorded the incidence along with Vinayak's reply to his question and took Vinayak's signature on it.

Next day Vinayak was served with a suspension order for his "act of insubordination and indecent behavior". Thereafter the General Manager referred the case to the Chief General Manager.

Page 3      Code No. : 12680

