

Subject Code: 13MBA1001**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)****I MBA I SEMESTER Regular Examinations, February- 2015****Management Theory and Practice****Time: 3 hours****Max marks: 60****Answer any five questions****All questions carry equal marks,****Question No.8 is compulsory.**

1. Explain whether the management is Science or Art?
2. What are the barriers and gateways to effective communication? Explain with examples.
3. 'Effective decisions make management tasks easy' — Discuss. Also list the steps involved in decision making?
4. What is meant by informal organization? What are its characteristics and how does it differ from formal organizations ?
5. 'Effective leadership is a function of three factors: the leader, the led and situation'. Discuss.
6. What do you mean by Control ? Discuss the controlling techniques ?
7. Explain the Evolution of Total Quality Management ?

8. Case study

Mr. N.B. Vatia, branch manager of Kenya Main Branch of Kaminii bank was wondering as to what can be done to restore the punctuality of the staff in his branch. A majority of the staff was taking time off from the work on a number of occasions during a day which resulted in work remaining incomplete, and payment of overtime wages for its completion. The problem was generally not faced by other banks in Kenya, except the Bharat Bank, another Indian Bank having branches in Kenya. Other local and British banks were able to exercise sufficient control over their staff to ensure proper attendance.

Initially Mr. Vatia tried to persuade the staff to be punctual. He sermonised them on several occasions. None of these, however made any dent of the problem. Failing in these methods he resorted to punishment to the erring members of the staff. This led to some improvement but not to the desired extent. Mr. Vatia also felt that prolonged use of this method may indeed lead to a more serious trouble. He therefore thought of analysing and identifying the cause of the problem.

His investigation on the habits formed revealed that the unauthorised "time off" was used mainly for personal work which included shopping, personal errands, meetings friends, going for coffee, etc., when caught, the general explanation given by the staff was that he had gone out for a cup

of coffee. Mr. Vatia noticed that no canteen facilities were available in the branch nor was there any space there it could be set up. The British and other local banks, however, had made adequate provision for the purpose.

An automatic coffee vending machine was installed but the move did not succeed as the staff complained that the coffee given was not up to the standard. The members of the staff protested and refused to use the machine.

Days passed, one day it occurred to Mr. Vatia that the muster roll of the branch did not have any provision of making the period of the absence by the members of staff in the event they had to go out for coffee. It was not possible to know or to control the period of his absence. To overcome this, he decided to install “time—clock” at the main gate with in and out trays for attendance cards. The staff was advised to use these cards for marking their arrival and departure and also the absence periods. Authorised outside work could be authenticated by the immediate office Supervisor.

The idea was brought to the notice of the branch union by the staff members. There was resistance to the idea initially. Mr. Vatia however pointed out to them that this was a scientific method of recording the attendance and it was not possible to falsify the same. As it happened, during that period only, services of three members of the staff were terminated for dishonesty and fraud. They had altered the time marked in their muster roll for departure, thereby claiming overtime for periods in which they did not work. This was proved by the photocopy of the day’s muster roll taken by Mr. Vatia from time to time by an unscheduled visit to the branch late at night without any indication to any one in the branch.

Mr. Vatia pointed out to the Union representatives that by the introduction of “time—clock” the temptation to alter time by the members of the staff would be removed and that it would be of long term benefit to that staff. The union members almost came round to accepting the idea but still were not fully convinced.

At this stage, the Regional Manager, who came to know of the proposal of installing the clock, suggested to Mr. Vatia that as no other bank in Kenya was adopting this procedure, he should have this scheme approved by the Secretary of the Kenya Bankers Association.

The meeting with the Secretary was a failure. He was a man of old British tradition and was shocked at the idea of introduction of a time clock in the banking industry there. All efforts by Mr. Vatia to convince him that there was nothing wrong in it and that most officers of major corporations had this system did not move him. Other bankers, when individually contacted, also did not favour the idea.

Not willing to go all alone the Regional Manager advised Mr. Vatia to shelve the idea.

Questions

- (a) What was wrong in the approach to the change suggested by Mr. Vatia?
- (b) If you were to manage this change, in what way would your approach be different from the one adopted by Mr. Vatia?
- (c) Do you think that the “time—clock” at the main gate will solve the problem faced by Mr. Vatia?