

LIHMR UNIVERSITY
School of Pharmaceutical Management
MBA Pharmaceutical Management
Batch-08 (2016-2018)
First Year
Principles of Management
Term Examination



Time - 3 Hour

MM-70

The question paper contains **two** printed pages.

Managing the Team

Characters: Shyam (staff accountant), Mani (Newly appointed Manager-Finance)

Shyam's work section having done well as a staff accountant in the Finance section of a major industrial firm for several years since his graduation from college, Shyam felt that he had learned much about the "ins" and "outs" of survival in an intensely bureaucratic organization. It is thus not surprising that he was relaxed and unconcerned about his circumstances at the company as he entered the employee lounge to attend the late-afternoon welcoming reception for his new supervisor.

The new manager of Finance, Mani, had been transferred to Shyam's division from a similar position in another subsidiary of the company because of her proven talent for organizing and improving the efficiency of operations there. A no-nonsense type of manager, Mani was experienced and determined to perform her new assignment with the same vigor that had brought her so much success throughout her career.

At the reception, Mani circulated through the room, introducing herself to her new subordinates and asking each of them if they had any suggestions that would help make the payables section a better place to work. When she approached Shyam, he told her about something that had been on his mind lately: that people seemed to him to gain promotions and be given opportunities to work overtime based on who liked them, and not on the quality of their work. In reply, Mani politely stated that she would do everything that she could to see that whatever it was he was referring to would have no place in the team she would lead.

Upon his arrival at work the next day, Shyam received a phone call from Mani's secretary asking that he meet with his new boss later that morning. He had barely entered her office for the meeting when she looked him straight in the eye and said,

"I will not tolerate individuals in this organization who are not good team players. Yesterday afternoon you led me to believe that there are people in this office who are not acting in the best interests of the company, and I want to know who. I want you to tell me the names of the managers you were referring to note, and keep me informed if you see anyone hurting this company, or I've

got to think that maybe you're part of the problems around here." Stunned by both the tone and content of her statement, Shyam quickly tried to think of a way to respond.

Questions:

- Q. 1. Discuss the nature of management problems with respect to the functions of management in this case. (15)
- Q. 2. Is Shyam's view of the situation realistic? Design the steps of Strategic planning should be taken by Mr. Mani to run Finance department smoothly? (15)
- Q. 3. Critically analyzed Mani's role as a leader. Discuss the qualities of a good leader. Identify which leadership style Mani should adopt in this situation? (15)
- Q. 4. Do you think the present situation in department likely to affect the work motivation of employees? As Head what would you recommend to improve work motivation and dyadic relationship within the departments? (15)
- Q. 5. Discuss the importance and steps of organization control in case of high turnover (people leaving the organization) cost arising from conflicts between the team members. (10)

