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Case Study

**#10**

MANAGEMENT PRACTICES AND ORGANIZATIONAL BEHAVIOR (MGN313)

### **By**

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# **Introduction**

This case study is about the Metro Manufacturing Company of India. Metro is a widely respected producer of high quality control mechanisms. One of the former employee by the name of Mr. Rajesh is recently promote as president of the company. When the previous president is retired, Mr. Rajesh is identified for the post. Because he was respected for his competence in the field and for his ability to work with employees at all levels of operations. On his first day, he arrived early in the morning, and sits behind his new executive desk, drinking a cup of coffee, his thought go back to his early days.

Twenty years ago, Rajesh was a young man and recently graduated from the college with no business experience and a degree in industrial management. He was hired is an assistant supervisor and was placed on the production line. “Oh those were the days”, he thought. There was a problem in every minute and required to solving it. The standard operating procedure (SOP’s) very helpful for a supervisor who was patient enough to answer his questions. Rajesh thinks back to the time when he was taken off the production line and promoted into middle management. After that “Things sure did change then”, he thought as production manager, he had to think further into the future. As supervisor, Rajesh was primarily concerned with meeting daily production requirements. Now he had to plan weeks and even months in advance.

But, as his analytical skills, decision-making, and conceptual ability increased, he found himself using his technical skills less and less. Another cup of coffee provided the encourage to think about the special promotion he made to vice-president of planning five year ago. It was a major hurdle in his life because he had been in heavy competition 98 with five well-qualified managers. His past training did not fully prepare Rajesh for the demand of the job, he had to learn much of it on his own, there were so many people outside of production that he had to coordinate activities with. Marketing and finance had to be tied together with production. His conceptual and decision-making skills continued to increase. A long time ago, the benefits of the “good old” SOP’s lost their value. But now Rajesh looks at his disk which says “President” new thoughts run through his mind. A whole new world open to him now. He tries what new requirements will be placed on him.

# **Problem Identification**

## **Challenges**

1. Metro Manufacturing is not a piece of cake to eat. It requires high-level management skills and personnel to manage the organization, especially it’s high-level management tasks.
2. Management is more about rational thinking job not so much to work.
3. A foreman duty is managing a job every minute which was a challenging task for Rajesh.
4. Rajesh task as middle manager was needed to plan for weeks and months think creative and how to pass that information, which was not an easy job for a foreman without knowledge and experience of management.
5. Rajesh was facing another challenge in his promotion to vice-president of planning competition, competitors were high-qualified managers. Later on, he was needed to plan for the years.
6. Rajesh as a vice-president now needs to takes care of other major activities of business such as Marketing and finance in addition to the production line.
7. Finally, after promotion to the President of Metro Manufacturing’s position his position is asking Rajesh to think creatively and find new Ideas to promote the Business.
8. What are the new requirements and skills need to be adopted by Rajesh to make the business more successful?

# **Solution and Recommendations**

* Organization should take care of who they handle their higher authorities since managing an organization is not an easy thing and needs more skills.
* Management is not only all about much work but needs smart work and fresh mind that can reproduce fruitful leadership.
* Managing organization is not like a foreman where Rajesh was working on only one part but instead management is all about directing and taking care of all parts of the organization which is more challenging.
* The context of management is different from others such like middle man, instead management is another wide sector that requires smart work and skills therefore Rajesh could have get more experience and knowledge other than being a middle or foreman.
* As a worker who have the hanger for promotion there is nothing that can limit you, Rajesh’s little skills and braveness helped him out shine since management is not just about skills, Rajesh used his technical concept to manage the challenge.
* In most of the times every employee will face many challenges in the field of work and also at life point, therefore your attitude and personality should take you through such moments.
* Rajesh should adopt with very ethical and perfect leadership to manage all those challenges that come across during his period in the field of management therefore has to get more skills and direct to the way of success in his organization.

# **Conclusion**

1. It is not simple to handle the management of an organization especially a big one like the one Rajesh is managing.
2. Taking on the role requires a lot of brain power so as one can provide a rational solution to managerial problems.
3. Management is linked with all the various sectors within the organization.
4. There is vast difference between the normal work life of different sections within an organization.
5. Various jobs play various roles within an organization everybody is equally as important in order to drive the company to a successful standing.
6. Management is not wholly dependent on an existing skill. You find yourself using less and less of your technical skills and employing more and more analytical and conceptual skills
7. At some point in life everyone will face challenges be it at work or daily life but what matters is your attitude and how u decide to pull yourself through.
8. Some people have the notion that people at the upper echelon of an organization have it easy which is not always true.
9. There will always be a problem that requires solving, no organization is 100% free of problems which if you are means you have reached a dead end with no speculation of future growth.
10. To achieve something, sometimes you have to step out of your comfort zone.
11. The key to success is hard work and tenacity.

# **Questions and Answers**

1. As the President of Metro Manufacturing, what specific skills will Rajesh need to be effective?

The role of president typically refers to the leader or head of a business, organization, agency, institution, union, or branch of government. The president is typically the top employee in the [organization's chain of command](https://www.thebalancecareers.com/chain-of-command-1918082). This [job title](https://www.thebalancecareers.com/what-do-job-titles-signify-on-the-organization-chart-1918171) can also be used to designate the leader of portions or divisions within an organization, such as an acquired company that becomes a subsidiary of a larger corporation.

1. **Provide leadership:**  Presidents are expected to provide direction for all other employees. The president's role starts with the [fundamental job responsibilities of a manager](https://www.thebalancecareers.com/sample-manager-job-description-1919126).
2. **Create, communicate, and implement the organization's**[**mission**](https://www.thebalancecareers.com/mission-is-what-you-do-1918182)**:**

Make sure that direction is communicated on a level that allows all employees to understand their individual roles.

1. **Lead, guide, direct, and evaluate the work of other executive leaders:**

This can include senior [vice presidents](https://www.thebalancecareers.com/what-is-a-vice-president-s-role-1918288), vice presidents, and directors depending on the size of the organization.

1. **Meet with senior company officials:** Make sure that decisions are well thought out and timely.
2. **Formulate and implement the strategic plan that guides the direction of the business:**

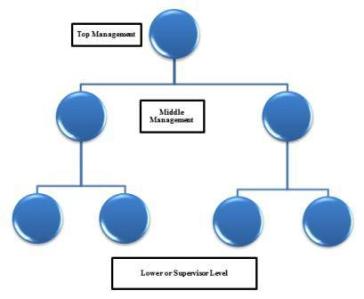
Use the input of employees at every organizational level to [develop the strategic plan](https://www.thebalancecareers.com/build-a-strategic-framework-through-strategic-planning-1916834).​

1. **Evaluate the success of the organization:**

Determine the ongoing success or lack of it that the organization is experiencing.

1. **Represent the organization in civic and professional association responsibilities and activities:**

This might be in the local community or at the state or even national level. Presidents frequently participate as board members or senior advisers.

2. How do the demands of different levels of responsibility change as manager progresses up the hierarchy of an organization?

1. **Top-Level Management**

Top-level managers, or top managers, are also called senior management or executives. [Leaders of the organization](https://iedunote.com/leadership) are setting in top-level management.

These individuals are at the top one or two levels in an organization, and hold titles such as: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operational Officer (COO), Chief Information Officer (CIO), Chairperson of the Board, President, Vice president, Corporate head.

* Top-level managers make decisions affecting the entirety of the firm.
* Top managers do not direct the day-to-day activities of the firm; rather, they set goals for the organization and direct the company to achieve them.
* Top managers are ultimately responsible for the performance of the organization, and often, these managers have very visible jobs.

1. **Middle-Level Management**

Middle-level managers, or middle managers, are those in the levels below top managers. Middle managers’ job titles include General Manager, Plant manager, Regional manager, and Divisional manager.

* Middle-level managers are responsible for carrying out the goals set by top management. They do so by setting goals for their departments and other business units.
* Middle manager’s controls, motivate and assist first-line managers to achieve business objectives.
* Middle managers also communicate upward, by offering suggestions and feedback to top managers. Because middle managers are more involved in the day-to-day workings of a company, they may provide valuable information to top managers to help improve the organization’s bottom line.

1. **Lower-Level Management**

First-level managers are also called first-line managers, shop-level managers, or supervisors. These managers have job titles such as office manager, Shift Supervisor, Department manager, Foreperson, Crew leader, Store manager.

* First-line managers are responsible for the daily management of line workers the employees who actually produce the product or offer the service.
* There are first-line managers in every work unit in the organization. Although first-level managers typically do not set goals for the organization, they have a very strong influence on the company. These are the managers that most employees interact with on a daily basis, and if the managers perform poorly, employees may also perform poorly, may lack motivation, or may leave the company.
* A First-level manager requires having technical skill knowledge for the particular work that he is supervising.

1. What general recommendations would you offer for Rajesh?
2. Creativity

Creativity is what separates competence from excellence. Creativity is the spark that propels projects forward and that captures peoples' attention. Creativity is the ingredient that pulls the different pieces together into a cohesive whole, adding zest and appeal in the process.

1. Structure

The context and structure we work within always have a set of parameters, limitations and guidelines. A stellar manager knows how to work within the structure and not let the structure impinge upon the process or the project. Know the structure intimately, so as to guide others to effectively work within the given parameters. Do this to expand beyond the boundaries.

1. Knowledge

A thorough knowledge base is essential. The knowledge base must be so ingrained and integrated into their being that they become transparent, focusing on the employee and what s/he needs to learn, versus focusing on the knowledge base. The excellent manager lives from a knowledge base, without having to draw attention to it.

1. Commitment

A manager is committed to the success of the project and of all team members. S/he holds the vision for the collective team and moves the team closer to the end result. It's the manager's commitment that pulls the team forward during trying times.

1. Being Human

Employees value leaders who are human and who don't hide behind their authority. The best leaders are those who aren't afraid to be themselves. Managers who respect and connect with others on a human level inspire great loyalty.

1. Versatility

Flexibility and versatility are valuable qualities in a manager. Beneath the flexibility and versatility is an ability to be both non-reactive and not attached to how things have to be. Versatility implies an openness this openness allows the leader to quickly change on a dime when necessary. Flexibility and versatility are the pathways to speedy responsiveness.

1. Lightness

A stellar manager doesn't just produce outstanding results; s/he has fun in the process! Lightness doesn't impede results but rather, helps to move the team forward. Lightness complements the seriousness of the task at hand as well as the resolve of the team, therefore contributing to strong team results and retention.

1. Discipline

Discipline is the ability to choose and live from what one pays attention to. Discipline as self-mastery can be exhilarating! Role model the ability to live from your intention consistently and you'll role model an important leadership quality.

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