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## CRISIS IN MANAGERIAL LEADERSHIP

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This is a case of crisis in Managerial Leadership in a commercial organisation, on account of such leaderships style of functioning besides other factors.

Maharashtra Commercial Organisation, is a limited company of nearly fifty years' standing. It has about 800 offices throughout the country with a total of 9500 employees, of which 2300 are officers (including Chief Executive, and other Executives), 5300 are clerks (including typists and stenographers) and 1900 lower staff (like peons, drivers, watchmen, messengers etc. The organisation is mainly concerned with "Investments and Deposits". Recently it has also started activity of making available, storing places (warehousing facilities).

The organisation has four unions : two for officers and two for clerks and lower staff. These four unions are affiliated to two All India organisations, having different political affiliations - on account of this one officer's union and one clerical and lower staff union, are teamed together.

Mr. Kelkar, aged 45, is one of the Senior Executives (out of 6 senior executives) is having varied experience of 25 years in the organisation, having joined as clerk, he is senior executive for last five years and hoping to become "Chief Executive". He is a post graduate in Commerce and also has obtained Diploma in Business Administration.

He is intelligent and has the capacity to grasp issues quickly. He has special attitude for taking 'Quick and fast decisions'. He does not like delaying decisions on those who cannot take quick decisions.

He also cannot tolerate any lethargy. He is very fast in 'calculations' and enjoys showing his superiority in 'figures' (statistics included).

By the time of his promotion as, 'Senior Executive' he got acquainted with almost all departments at Central Office - except Personal Department. As a Senior Executives for last 5 years, he handled, "Budgeting of Statistical Analysis and Finance". However, he has been in the habit of interfering in the working of other departments, by voluntarily offering, 'Advice' to colleagues, senior executives, quite often to their annoyance, and showing them that his advice were always good and intelligent.

The other senior executives are not very happy with Mr. Kelkar. But they have been tolerating his style as he enjoys quite a good confidence of chief executive.

In the last year he was shifted to Personnel Department and was given chance to prove his qualities. Within six months of his taking over Personnel Department, he has serious differences with every union leader and officers in Personnel Department. Officers in Personnel Department having sufficient experience in the line felt that they were being under-rated by Mr. Kelkar and their notes on different important issues termed as "waste of time and energy" and also considered as "attempts to shirk responsibilities." Mr. Kelkar openly said this even before juniors and union leaders.

Union leaders felt totally unhappy with Mr. Kelkar's way of working and talking. They strongly resented his attempts of showing himself as, 'know all type' and treating them as 'Group of persons knowing very little'. His love for 'Quick and fast decisions' also made them worry about the 'correctness of decisions'. Immediately on taking over as head of Personnel Department, Mr. Kelkar tried to prove to unions and his own staff that, "He was mainly instrumental in doing everything that proved successful".

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