**ORGANISING**

Ice Cool Private Limited was an ice cream manufacturing company employing about 100 persons including persons at various levels of management. Because of increasing business, the company needed to strengthen its accounting procedure particularly through computerization. For this purpose, the company decided ti hire a new manager designated as assistant manager. The company invited applications through press advertisement. After receiving the application, it appointed a selection committee consisting of members of top management including business manager Rakesh Mohan. The committee interviewed several candidates and finally selected Bishwash as new Assistant Business Manager.Bishwash was neat dressed and quite articulate.

Biswash joined the company immediately and started working very hard. He used to put extra efforts and even worked during holidays as he did not have any family responsibility. He gained the reputation of being a dedicated and competent employee, his strong point being his knowledge of accounting and computer system. He was reporting to Rakesh Mohan, the business manager who was quite impressed with his working.

At that time, the company had no computer system, and its accounting procedures were in need of considerable improvement. Anil Kumar, the managing director of the company, directed Rakesh Mohan to get the needful done. Since most of accounting work related to sales, no separate accounting department existed and the work was performed under the direction of business manager.Bish Wash was mainly appointed to strengthen the accounting aspects of the business. He was asked to prepare a project report so that necessary changes could be made. In order to get the first hand information about the problem, Bishwash began meeting regularly with AnilKumar without the knowledge of Rakesh Mohan. There was no attempt to have secret meeting.Anil Kumar would just call Bishwash in for a report without bothering to tell Rakesh Mohan. The management team, whose members were with the company for a quite long period had formed a tight-knit group and appeared satisfied with the company. They all worked together and the company prospered in spite of fierce competition.

The meeting between AnilKumar and Bishwash continued and Rakesh Mohan was gradually losting contact with the project and its progress.In fact, Bishwash was almost reporting directly to the managing director though he was placed under business manager and retained his title of assistant business manager.Rakesh Mohan was now visibly upset over the development and was also concerned about Bishwash’s spreading share of influence. He started feeling let down in the company.

1. What is the nature of problem in this case?
2. Could Rakesh Mohan have prevented Bishwash’s assumption of power? If so, how specifically, could it have been done?
3. Suggest the course of action now available to Anil Kumar, Rakesh Mohan and Bishwash?