

Interdisciplinary research is a growing area, owing to its focus on addressing complex issues that transcend a single disciplinary perspective and need interdisciplinary thought and study to solve. These Case Studies on an Interdisciplinary Approach to People and Global Business successfully apply the interdisciplinary research process model established by authors Dr. Chabi Gupta and Dr. Swati Bhatia to a wide range of core research problems. Self-contained case studies authored by multidisciplinary research experts and leveraging best-practice approaches demonstrate to students how to improvise solutions to a variety of real-world business situations. This book provides a hands-on approach to management issues. It covers all the fundamental general management ideas and concepts. Case studies on marketing, sales, HRM, general management, risk, corporate strategy, operations, and other topics are included. Each case study is intended to reflect and highlight a unique situation and gives a detailed overview of the major difficulties encountered by leading organizations. Each case study is extensive and addresses theoretical subjects for both undergraduate and postgraduate students.



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Interdisciplinary Approach to Global Business and People

A Collection of Case Studies



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Preface

Case studies that are self-contained teach students optimal techniques in multidisciplinary research.

Interdisciplinary research is a growing area, owing to its focus on addressing complex issues that transcend a single disciplinary perspective and need interdisciplinary thought and study to solve.

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Case 1

Call Centres in India

India was viewed as an appealing location to set up call centres for a variety of factors. India's information technology sector had a boom in the middle of the 1990s, which helped the region's IT prowess gain recognition on a global scale. After the United States, India boasts the world's second-largest number of people who speak English, and its workforce is highly educated and proficient in technology.

In a call centre, labour expenditures typically made up between 55 and 60 percent of overall expenses in the US and European markets; in India, these costs were around one-tenth as high. In the United States, the cost per representative was approximately \$40,000, while in India, it was only \$5,000. The difference in cost was due to the higher cost of living in India. This was cited as the primary advantage that India may bring to MNCs in the discussion. India's benefits also include a time zone difference with the United States that is effectively equivalent to 12 hours and assistance from the Indian government for the contact centre sector. The Indian call centre market had several participants. Along with the industry pioneers British Airways, GE, and Swiss Air, other significant call-centre players included HLL, BPL, ICICI, American Express, Bank of America, Citibank, Global Trust, Godrej Soaps, Global Tele-Systems, Wipro, Deutsche Bank, Airtel, and Bharati BT. Many people started considering starting a call centre business after the NASSCOM-McKinsey report's predictions were made public.

NASSCOM got inquiries from many people with extra money and space during this rush to cash in on the call centre "wave," including truck fleet operators, garment exporters, leather merchants, tyre dealers, and plantation owners. However, most of these individuals entered the area without having any prior knowledge of the nature of the industry. They had very little understanding of the technology involved, the marketing strategies, customer service concerns, etc. They believed that by lowering their prices, they would be able to draw customers with ease. They were unaware that the

area demanded expertise and a strong business foundation in addition to easy access to finance and real estate. They were surprised to learn that the bulk of the capital costs (in the form of building up the infrastructure) took place even before the first customer was obtained after they made the choice to go into business for themselves. It appears that these players were unaware of the fact that the bulk of lucrative call centres were rather large. They also had promoters with prior experience in such endeavours or previous knowledge of such endeavours, or were subsidiaries of foreign corporations. When these businesses went looking for customers, the true trouble began. Since contact centres were a relatively new industry in India, clients were compelled to conduct extensive and time-consuming research on the Indian partners. Numerous US clients insisted on a thorough inspection of all facilities, including the cafeterias, restrooms, and workplaces. Clients anticipated seeing comprehensive Service Level Agreements (SLAs) 6, which the majority of Indian corporates were unable to deliver. No US corporation was prepared to take the chance of losing their consumers by doing business with amateurs in these conditions. The majority of Indian enterprises struggled to attract foreign clients who were ready to outsource, due to poor technological investments, a lack of business scaling processes, and management skills shortages. Even for those who did succeed in snagging a few customers, business was not much flourishing.

As if these issues weren't enough, the players ran into yet another obstacle, this time in the form of the issue of high worker turnover. Any call centre's success depended on the performance of its agents. Agents are among the most significant and impactful points of contact between a business and a consumer, according to businesses. However, it was precisely this group of individuals that the Indian contact centres were having a very difficult time attracting and, more crucially, keeping. In 2000, the industry's typical attrition rate was 40 to 45 percent, with 10 to 15 percent of the workforce leaving within the first two months. Despite the high attrition rates in this industry globally, it was not anticipated that a similar trend would develop in India due to the country's significantly higher unemployment rates. The causes weren't all that difficult to comprehend. The agents had to spend more than 7 hrs. on calls throughout their 9-hr. shift. With many night shifts, the work was boring and extremely demanding. It is possible to characterize the typical call centre employee as "overworked, underpaid, stressed-out, and totally bored." The "dual personality" the agents had to

acquire was said to have frequently caused them to experience identity crisis. To pass for "locals," they had to adopt American or European names, shorten their own names, or adopt a foreign accent. Their health suffered as a result of the strange timings, with many agents claiming that their biological clocks were thrown off. (Especially those who work nights). Another significant issue was job security, as agents were routinely fired. The industry did not provide any prospects for advancement or unique employment to keep employees motivated. There was very little room for development.

A 436-seat centre, for instance, has 410 agents, 20 team leaders, 4-5 service delivery leaders, one vertical head, and one head of business in addition to the head of each department.

Because of this, the agents found it extremely difficult to move up the hierarchy. Analysts noted that the call centres' hiring, training, and career advancement strategies were mostly to blame. Those companies that originally established call centres in India had access to the greatest people. Entry requirements at this time included a 25-year maximum age limit, a university degree as a minimum requirement, a basic education in English, and preference for applicants from westernised and affluent upper middle-class households. As a result, the companies did not have to expend a lot of time and energy training the new recruits on the two crucial components of having a decent level of English and having exposure to western norms. Companies soon discovered, however, that individuals from such origins typically had considerably higher objectives in life. Although they were originally eager to work for a few months in the wonderful workplace of a multinational corporation, they were unwilling to pursue a career in the call centre sector. When the thrill died down, they typically became tired of it and left within a few months.

An organisation's profitability as well as customer happiness and service were impacted by a centre's persistently high attrition rate. This was due to the fact that it usually took a rookie agent a few months before they were as skilled as an experienced one. Due to the considerable worker turnover, this meant that opportunities to offer higher levels of customer service were squandered. Future

Possibilities 8 The Indian call centre industry was making several attempts to address the worker outflow. The first of these was the decision to hire individuals whose social and intellectual backgrounds differed from the standards previously established. Two of the largest potential pools for hiring in the business were found to be young people graduating from colleges and high schools teaching English as a second language, as well as housewives and moms looking for suitable employment options. These pupils could be educated simply to enhance their pronunciation, grammar, cultural accents, spelling, and overall diction because they already have a strong foundation in the language. They could receive training to learn about western customs and culture. The pool of stay-at-home mothers and women returning to the workforce might be developed into very useful resources. This had already been tested in the US and European markets successfully, where call centres employed many housewives and previously working moms returning to work. Another option being considered was to hire employees from non-metros, who were regarded to be more likely to stick with the organisation despite being harder to find and more expensive to educate. Numerous other difficulties had surfaced, posing hazards to the Indian call centres even as the concerns with the people and infrastructure were being addressed. India's promise of providing low-cost, technically proficient, and English-speaking workers was suddenly less appealing in international markets. Cost-reduction was not the primary factor in choosing an outsourcing partner, according to a famous poll. This was not promising for a nation that relied on its ability to compete on price. Furthermore, because of its new policy to teach people English in order to overcome its linguistic deficit, China was swiftly becoming a big threat to India.

1. Describe how India became a popular location for call centres.
2. How has HR contributed to the management of the attrition rate up to this point?
3. What are the main dangers and difficulties that India's call centre sector has to deal with?
4. What would you advise the HR department of a call centre industry to improve long-term job happiness for employees?

Case 2

Case of SureFit

A group of renowned investors, who previously supported Mukesh Bansal's first company and have stepped up to close one of the largest seed investment rounds in the Indian start-up market, have provided capital for his start-up, SureFit. Bansal is the co-founder of the fashion web Mytra. Mytra, a company that Bansal created with IIT classmates Ashu Lawania and Veet Saxena, marked the beginning of his entrepreneurial career. Mytra changed its business model in 2011 from selling personalized gifts to fashion and lifestyle items. It went on to become one of the top fashion websites in India and, in the process, acquired a number of subsidiaries that aided in the expansion of its business, including Fiquette, a virtual fitting room for customers, and exclusively, a members-only shopping portal for clothing with an Indian influence.

Accel Partners, ING Ventures India, and Kalaari Capital invested \$15 million in SureFit, with Bansal contributing \$3 million of that total. The health and wellness start-up is worth around \$50 million according to the agreement. As a platform, SureFit plans to provide products and services for both curative and preventive healthcare that integrate coaching, engagement, and delivery through a variety of online and offline channels. It provides primary care, nutritious meals, yoga, and exercise activities, cult gyms, health food, websites platforms for mental health.

1. Discuss the relevance of the business idea's source, pre-selection, and first research to SureFit.
2. Suggest alternative diversification strategies to the business keeping in consideration the core competencies.
3. Offer some company models so that market potential can be investigated for long-term strategy.

Case 3

Development of New Technology

In many cases, the development of new technology takes place incrementally, coexisting with more established ones. In the realm of communications, for instance, the invention of the telegraph did not result in the demise of the postal service. Simply said, people put them to use in a variety of various ways. In a similar manner, newspapers used telegraphs as a means of sending and receiving time-sensitive information from field reporters. On the other hand, political criticism and tales of human interest may be disseminated via the post office in a more cost-effective manner. In today's world, disruptive innovations often and very immediately render earlier technology obsolete. Let's take a look at a few instances of technology that, in our lifetimes, may become outdated. Traditional radio and television are both undergoing rapid transformations that are making them more unrecognizable from their earlier versions. The majority of a millennial's time is spent participating in reality television or viewing material that is only accessible online via platforms such as Netflix and YouTube. Satellite radio can be transmitted all over the world, making it difficult for local stations to compete unless they distinguish themselves by concentrating on local programming and catering to localized preferences and companies. Satellite radio can reach every country on the earth.

1. Describe the idea of a business plan, including its purposes, advantages, important sections, and various components.
2. A company intends to raise \$20 million in order to launch and grow its online business. Assist them in creating a business plan that will be attractive to possible investors.
3. How may technology be applied to produce affordable solutions? Can you offer any ideas for integrating technology into a problem-solving strategy?

Case – 4

Technology Adoption Life Cycle

Products like Apple iPhones, Facebook, and Teslas, which are currently taking over the news, were formerly only well-known to a small group of people who either comprehended the innovation in front of them or were daring enough to attempt something new. These so-called early adopters aid in the launch of products, offer essential design input, and, if successful, aid in the dissemination of information among their peers. On the other hand, several items that were previously necessities in our everyday life are no longer on our radar.

1. Critically evaluate whether these organisations need to analyse the life cycle of technology adoption.
2. Why do businesses fall through the technology adoption lifecycle's chasm?

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Case - 5

Utilising the Product Life Cycle

In its industry, Scotch tape was a pioneering product as well. Once finalised, the product was quickly accepted by the market thanks to a strong product concept and a determined sales team. However, the sales and profit curves started to flatten out over time as well. However, 4M had already created strategies to maintain the early speed of sales and earnings before they flattened out significantly. By creating a variety of useful Scotch tape dispensers that made the product simpler to use, they assisted in increasing sales among the product's current customers. A variety of coloured, patterned, waterproof, invisible, and write-on Scotch tapes created by 4M have proven to be very popular as sealing and embellishing supplies for holiday and gift-giving. A series of commercial cellophane tapes with different widths, lengths, and strengths was also produced by 4M. "Rocket" tape, a product like Scotch tape but less expensive, was also introduced. Through these activities, product utilisation in the industrial and commercial segments was expanded. In addition, 4M has created new applications for the material, such as "double coated" tape that competes with common liquid adhesives, reflective tape that covers innumerable car bumpers, and marker strips that compete with paint. We observe that 4M is currently working on a variety of lucrative products, such as "Thermo-Fax" duplicating supplies and electronic recording tape. Every management choice during a product's life cycle must take the upcoming stage's competitive criteria into account.

1. Critically analyse the value and necessity of 4M utilising the product cycle.
2. Create a diagram with labels to show the Scotch Tape product life cycle.
3. Which obstacle does the product life cycle for a product present? Give current, relevant examples from the sector to emphasize this difficulty.

Case - 6

Bitcoin in Technology Adoption Lifecycle

As of mid- to late-2021, the adoption of bitcoin is currently in the Early Majority category. However, many still believe that we are still in the early stages of the game, therefore this is an overly optimistic assessment. After all, 1.7 billion individuals lack access to a bank, and 40% of the world's population is still not online. Bitcoin still has a long way to go before it can be used by those who are offline and who do not yet have access to modern banking systems, let alone cryptocurrency. The ability of the Internet to reach those people will continue to determine the extent of global Bitcoin acceptance since cell phones and the Internet can enable such people to get beyond the initial barriers to entering a bank. The biggest barriers to deploying new technologies, according to the study, were hardware incompatibility, complexity, language barriers, a shortage of electricity, computers, and Internet access, as well as a lack of practice for trainees and an inability to appreciate their advantages.

1. Where is Bitcoin on the adoption curve for technology?
2. Has it succeeded in bridging the gap? Evaluate the life cycle and chasm of technology adoption with the help of a diagram.

Case - 7

E-Recruitment and Social Media for Talent Acquisition

Companies are increasingly implementing electronic recruiting techniques, such as hiring applicants through the internet and talent management tactics for employee identification, tracking, assessment, and selection. These strategies have been paralleled by an exponential development in the use of social networking sites for recruiting, which may be attributable to a lack of talent or a desire to save money. E-recruitment has a number of benefits over conventional ways of hiring that have been well researched and documented. These advantages include cost and time savings, an increased applicant pool, and an increased level of user friendliness for both the recruiters and the applicants. E-recruitment reduced the amount of time needed to fill open positions and increased the number of people who were hired by expanding outreach to possible applicants and looking for information across a range of sources to enhance candidate compatibility with the organisation. The applicant and the recruiter are able to communicate with one another in a way that is efficient and low-cost thanks to internet recruiting. While there are many benefits to using electronic hiring procedures, there are also several drawbacks. Online hiring systems have substantial start-up and ongoing costs, and they call for hiring staff who are tech savvy. Second, it can be challenging to do optimal scanning due to the frequently very huge number of candidates gathered through job boards. Thirdly, because platforms might keep resumes for future references, there are additional security and confidentiality problems. While embracing social media and e-recruitment, many organisations may use distinct techniques and tactics. These can be grouped roughly into four categories: developing employer brands, cultivating relationships, actively hiring for open positions or new employment opportunities, and finally cost optimization. Finally, we evaluate the impact of these new trends on the fundamental approaches and strategies used in e-recruitment and social media.

1. What are some benefits of using social media for online recruitment and talent acquisition?
2. Do you have a LinkedIn account? If not, make one and update it once a month.
3. Critically evaluate how it will make you stand out to hiring managers and other influential people.

Case - 8

Strike by Contract Workers at Scooter Ltd Gurgaon Plant

Following the strike at Scooter Ltd Gurgaon plant, Gurgaon has once again become the epicentre of labour turmoil. Since April 10, 2006, over 4,000 casual employees have been on strike in protest of the management's anti-worker stance, which has long disregarded their requests. The primary demands included pay increases, employment regularisation, additional casual leave, and medical benefits comparable to those provided to permanent employees. For the past seven to eight years, regularisation has been refused to almost 4500 contract employees at the plant in Gurgaon.

A contractual employee of this organisation makes between Rs. 4500 and Rs. 6750 per month as opposed to Rs. 40,000 for a permanent employee doing the same job. Only Rs 10 is taken out of the pay of casual workers each day for meals and drinks. The Sehgal brothers are one of the three primary contractors that work at the Gurgaon facility, and the people they hire not only receive a poor salary but also no pay slips or cards.

At the end of the month, the plant's casual helper receives a pitiful salary of Rs. 2000–2500. Both the management and the contractors share responsibility for the contract worker's exploitation. Although there is no union at the factory, the company's casual workers unanimously opted to protest, and despite numerous threats and managerial ploys, they resolutely prolonged their strike. The management and the administration were ultimately coerced into attending the meeting. The extra labour commissioner for Haryana, management, and worker representatives met in a tripartite setting on April 14 and reached an agreement for a settlement, under which some demands were satisfied and discussions will continue on the remaining ones. For the contract employees, who would otherwise have had to live in deplorable conditions, it was a significant victory. The contract stipulated a pay increase of 30%, two days of unpaid time off each month, medical benefits in accordance with business policy, the issuance of identity cards and ATM cards as well bank saving accounts for the casual employees.

Additionally, the decision makers consented to exert pressure on contractors to resolve some of the legitimate complaints of the contract workers. They also committed to reviewing the issue as soon

as possible, with a focus on the demand for the elimination of contract labour and the regularisation of that workforce. AICCTU declares its support for the movement led by the casual employees of the Gurgaon facility and applauds the initiative to resist their decision makers, especially in light of the recent brutality shown to the struggling Motorcycle division employees. It is incredibly admirable that the employees, especially in Gurgaon, have not lost the will to confront the heinous alliance between private business owners, the government, and labour contractors. Working-class assault against loss of workers' rights and democratic space for resistance in times of deregulation, capitalism, and internationalization reflects battle for economic rights and desire to unionise.

1. Describe industrial peace. How can companies implement organisational discipline that gets ingrained in the culture?
2. Why, in this information sensitive environment, do you think maintaining industrial peace is important?
3. How will you advise the HR personnel to prevent another strike like this one? Suggest an appropriate grievance handling mechanism.

Case – 9

HR and Retention Policy

Using these talents, a large South-based FMCG company aimed to achieve faster sales growth by providing its staff with highly targeted, specialised sales training. To do this, it employed the services of a top sales training organisation and invited nine of its executives—most of whom were engineers and graduates of business schools—to participate in 15 months of training. The business supported the programme by paying all the agency's costs and providing a special allowance for the purchase of books, stationery, study materials, etc. The company's own facilities in Chennai were used to host the training. Along with two weekends off days, the executives were given the afternoons to concentrate on the programme. The entire exercise was designed to swiftly upgrade their "sales" skills. The programme ran nicely and only lately came to an end. The outcomes were starting to show up in a variety of ways. The business is getting ready to introduce new brands to the market in accordance with the advice of the training agency and the recently trained executives. Rahul, a young engineering graduate with ambition and drive who the management had high hopes for, quit in August 1999, precisely four months after the sales training programme began. Rahul discovered that his portfolio of credentials, which he showed to a major international corporation, was quite lucrative thanks to his intra-organizational training, his priceless six years of work experience, and his recently obtained sales training degree. Rahul had no qualms about leaving the company that had just four months prior invested close to 50,000 rupees on his sales training because the MNC's offer appeared too good to refuse. Rahul had expressed a wish to remain, but the management informed him there were no foreseeable openings at the middle management level and he might have to wait patiently for his chance. Manager Vikram for Rahul is currently in a difficult situation. Rahul's loss caused a ten-month delay in the project he was working on.

He also believed that Rahul's substantial sales training, which had been paid for by the company, had not been used to the extent that Rahul could have, if he had stayed an employee. Vikram was confronted with yet another urgent issue: there might be a long line of people waiting. Rahul had demonstrated to the other trainees that he could easily find another job if the company did not value

and reward his abilities.

1. What would you do if you were Rahul's management to keep him? Why is staff retention vital to the company?
2. What adjustments to the company's staff development programme would you suggest?
3. Does it make sense to invest in an employee's development at the expense of the firm just to lose them later?
4. What regulations would you promote to help both the corporation and the students?

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Case - 10

Commodity Futures at Chocolate Inc

Chocolate Inc employs commodity futures contracts as a kind of insurance against unfavourable changes in cash flow or profit and loss caused by fluctuations in the prices of commodities including sugar, cocoa, aluminium, and other raw materials.

Given that, for instance, the price of cocoa climbed from \$800 to \$2200 per metric tonne between December 2016 and June 2017, it is clear why the organisation uses commodity futures. Such a significant increase in a short period of time suggests that their profits could have been significantly impacted had they not hedged their exposure.

Similarly, small haulage companies that choose to take the price risk rather than hedging their exposure have seen a significant decline in profits as a result of the 2018 oil price increases.

1. What is "hedging"? Give real time examples to explain hedging.
2. What types of risks is the company attempting to hedge, and how? Critically evaluate the various decision making involved in the process.

Case - 11

Balanced Scorecard

The Balanced Scorecard (BSC) was initially implemented by the Royal Botanic Ltd in 2004. In order to respond to the "who, what, why, where, when" issues raised by the four perspectives in relation to the services that the RB Ltd offers to external stakeholders, the Senior Management Group, which was in charge of developing the strategy, employed the BSC. Strategy and performance reviews were based on the original BSC produced by the company. However, the possibility of a strategic review by an international peer group and the need to show alignment with the National Outcomes of the Scottish Government spurred a closer examination of the organisation's strategic goals and underlying assumptions. Improved alignment between the company's "impact" perspective and its "activity" perspective was one of the modifications that followed. Additionally, as a result of this assessment, an objective costing system that was integrated with an already-in-place performance management system was created, improving the ability to track performance in relation to strategic goals.

1. A balanced scorecard is important. Critically analyse.
2. What are some benefits that RB Ltd might experience if they use this technology for risk management?
3. Suggest some other alternatives to the management of the corporation which will be profitable in the long run too.

Case - 12

Risk Heat Map

ABC Ltd. established a range of consequences using its earnings per share sensitivity, ranging from insignificant (\$25k in earnings) to highly significant (>\$75m in earnings). The following risks were assessed and aggregated for presentation in the example:

- Risk of obsolescence
- Client concentration/distribution risk
- Production risk
- Launch risk
- Supply-chain risk
- Market risk
- Physical threat

Mapping these risks showed that physical asset risk is minimal compared to new product launch, customer concentration, and supply chain. Each was considered more likely and impactful. Accurate sales forecasting was seen as a key risk indicator for many of these issues. Downstream business units say vertical supply chain raises supply chain risk. The new product introduction (NPI) process had the greatest possibility and effect of risk events, indicating that the organisation's structure and NPI handling might be improved.

1. Critically analyse the business's usage of risk heat maps to identify, evaluate, and map hazards.
2. What additional advantages does a risk heat map offer?

Case – 13

Risk Management Process and Certification

ABC Ltd. 's risk management process includes communicating and advising, establishing the context, analysing, treating, monitoring, reviewing, documenting, and reporting risk. The management feels a formal announcement is important. They need ISO certification.

Standardization helps firms economically, socially, and technologically. Adopting a stated ISO method is quality even if the certification isn't ISO 9001. ISO certification improves the quality of a company's processes and products. This company's management is certain a well-designed and executed management system will lead to quality.

1. What are the crucial 5 inquiries you would pose to the company seeking ISO certification in relation to their risk management strategy?
2. Critically evaluate the need for ISO certification for a company looking to grow long term.

Case - 14 Corporate Culture

A missionary named Manjit Singh opened a root beer stand in New Delhi in 1927 to provide relief from the oppressive June heat. Today, Singh International is a multinational firm with a long history. That root beer shop expanded into a chain of hotels and restaurants with more than 3200 locations currently operating under 19 brands in 67 countries. Surjit Singh, who took over the company when his father Manjit Singh passed away, has since fought to uphold the corporate ethos his father established. For new hires at Singh International, Surjit Singh wrote a book in 1997 that stressed the principles of the Singh international style and was required reading. The 66-step method for cleaning a hotel room is only one of the topics covered, which also include the business history goal and best practices for managing a hotel. Every room at Singh International has a copy of Spirit to Serve because it is such an integral element of the company's culture.

Principles, policies, and processes are important to Rohit Singh, executive vice president and chief information officer. He released a document titled "Information Resources Operating Values" in 1997 that outlines the concepts that should inform all company IS decisions. "Never be happy with the way things are now; always seek to improve them" is one of them. "Stop doing activities that don't provide value" is another. Each worker receives one. Most Singh International offices have it placed on the wall. Policies and procedures, in Rohit Singh's opinion, allow managers to be more inventive and productive.

The majority of businesses base their IS development on the principle of continuous improvement. By creating more efficient ways to achieve an organisation's overarching objectives, each new development initiative aims to enhance existing systems. IT professionals are under pressure to be thrifty and design systems that provide value to the firm as the competition has grown more intense and the economics has become more difficult. Only projects that promise a return on investment are frequently given consideration for funding. Singh International undertook an ambitious system

development project that not only helped the company achieve its purpose but also produced a significant return on investment. Making every customer connection meaningful is a part of Singh International's philosophy.

In order to effectively serve its customers, Singh International must comprehend their demands. Singh International originally needed to keep track of interactions between consumers and staff at its hotels in order to maximise customer relations. The sum of these recordings could provide information about the preferences, interests, and experiences of the customers. Unfortunately, Singh International's breadth and the variety of its global brands made it challenging to combine client records. Every company, including Courtyard, Fairfield, Ritz Carlton, and Renaissance, maintains its own IT infrastructure and database. The properties also deal with several languages and currencies, which makes the integration much more challenging.

A cross-functional team was formed with market leaders, IT experts, and brand executives to further compound this issue. The group started outlining its marketing objectives. It specified precisely which Singh International experiences—such as the booking procedure, advertising campaigns, and customer service—were to be duplicated across all Singh brands and territories. Once founded, the group determined what data must be collected about customers in order to enhance and standardise experiences. A data warehouse was created by a DBA to store all of Singh International's properties' data. Network managers create systems that regularly pull information from corporate databases located all over the world. IT professionals created software that would mine the data for information that could be accessed through online reports. The Chief Information Officer oversaw all of this.

A comprehensive awareness of client interactions and histories across all Singh International properties and trends is provided by the resultant system. The marketing department at Singh International makes bargains available to customers based on their individual interests and travel preferences using statistical models. As an illustration, Singh International used its brand-new data

warehouse and technologies in a marketing campaign that sent out 2.9 million distinct emails with offers tailored to each recipient. Campaign made a 35 percent increase over its sales targets. Additional Web-based self-service features made it possible to cut the campaign production time in half, from six weeks to only two.

The data integration project is regarded as a big success all around. Customers love getting fewer but more significant offers from Singh International because they receive offers that are more catered to their needs. Success can be determined by dividing the amount invested in the new system by the ROI business unit's level of business generated by marketing activities. As a result of superior customer service, the project is successful. The development of IS provided an advantage (others had not taken effort to understand customer needs).

1. How may IS help Singh International achieve its goals and give the company a competitive edge?
2. Discuss with relevant examples of your own as to how company culture impacts the creation and adoption of new IS.

Case - 15

Enterprise and Technology

Your friend recently purchased a well reputed Orange smartphone running the Android operating system. "You think entrepreneurial companies are so smart, look at what Orange has done," he added as he was demonstrating it to you. I now have a smartphone that enables me to make calls, snap pictures, use apps, browse the web, and complete a vast array of other things. Orange is a large corporation, not a start-up business. What have you got to say about that? How would you reply if someone defended the contribution of innovative businesses to the development of breakthrough technologies?

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Case - 16

Who are some successful Entrepreneurs?

Your friend Suresh has long harboured a secret ambition to own his own business. He has a fantastic job with a well-known IT business, but he has a number of product ideas that he can't get the company to consider. Over the years, Suresh has done a wonderful job of saving money; he currently has more than Rs. 1,000,000 in the bank.

1. Is it foolish of me to desire to leave the reputable company and launch my own venture, he asks? What would you justify to him?
2. How can I tell if I possess the necessary qualities to succeed as an entrepreneur? How would you respond to this question?

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Case - 17

Social Media Research by Small Businesses

Leading hostel reservation website HWorld Inc satisfies travellers' desire to travel anywhere. Many tourists who want to travel might use it to get inexpensive lodging. It offers accommodations for both long-term and short-term emigrants, backpackers, and travellers who are addicted to travel.

Pictures abound on its Facebook page. However, it is not an image gallery that is constantly updated. The Fan Page for H World Inc is a fantastic interaction tool.

It poses queries after teaser images, frequently enticing admirers with queries like "Where to next?" or "If you had to pick one place to visit this weekend, where would it be?" It may even pose the query "Where on earth is this?" after a picture.

Engagement lacking glitzy apps, excessive material, and robust interaction? To see everything, go to the H World Inc S fan page on Facebook.

1. Find a small business that, like H World Inc, is promoting its products or services via social media.
2. Analyse the effectiveness of this approach especially in an information sensitive market.
3. List the benefits and drawbacks of the company's use of social media. Suggest some long-term strategies to mitigate the effects of drawbacks.

Case - 18

Obstacles to Female Entrepreneurship

Abha created the website "Dial for Food," where housewives with cooking skills and an enthusiasm in doing so may enter their contact information. Customers could submit their requests so that home-cooked food might be delivered over the internet. The website primarily assisted in recognising the need and satisfying it by offering delivery service. "A woman's place is in the food business," assert female business owners. Consumer packaged food is a field of labour that employs a lot of women. Is it difficult for women to work in the food industry? Are the requirements higher? Or is it the warm environment one might anticipate given women's traditional gender roles as the cooks for the family? It's never simple to raise money for a business venture, but women reportedly have it much tougher. In research published by the Harvard Business School, participants were given a business pitch before being asked if they would consider investing. When a male voice read the pitch, 68% of the audience decided to invest. When the identical pitch was read by a woman, the percentage fell to 32%.

1. Explain the plans and policies developed by the Indian government to foster women's entrepreneurship in order to cover specific gaps and name any two uses of problem identification for Abha as a woman entrepreneur.

Case - 19

Web Development and Design

People (both clients and enthusiasts of the web), who follow an authentic Facebook page, may more easily keep up with the most recent advancements in the field of web design. The process of designing and developing websites is one that is always undergoing change.

On Webpage FX's page, a thoughtful combination of content types, such as impromptu comments, relevant blog entries shared from other websites, movies, images, and distinct tabs for an in-Facebook website, complete with quotes and a portfolio, RSS feeds, Facebook events, social media connection tabs, promotions, and other types of content, can be found.

In addition to a tab for reviews, there is also a tab labelled "Top Fans" that is used to recognise the most dedicated customers. The use of social media by small companies to disseminate information and potentially even drive sales can reap significant benefits from the usage of such platforms.

1. Critically evaluate the need for start-ups and small businesses to take their social media strategy seriously to increase client engagement. Give relevant examples to support your answer.
2. Provide advice on how to improve their online presence, using a few current instances.

Case - 20

Market for Branded Jewellery in India

In the late 1990s, consumer perceptions about jewellery changed. Jewellery was valued for its beauty, not its value. Design seems to trump substance. Trendy, affordable, lightweight jewellery is trending. Jewellers needed to mark their merchandise. The market for branded jewellery created several possibilities for gold sellers. Tanishq, Oysterbay, Gili, and Carbon launched nationally. Traditional jewellers offered lightweight jewellery; some launched their own brands. The share of branded jewellery in the entire jewellery industry was still minimal in 2002, around Rs. 12 billion of Rs. 450 billion. Because the average Indian customer still sees jewellery as an investment, branded jewellery is a modest part of the industry. Customers only bought jewellery from family jewellers. Branded jewellery producers are trying to change consumer opinion by delivering attractive designs at reasonable prices. Local jewellers will continue to threaten jewellery brands. For market share, they must produce appealing designs. They must additionally hallmark the gold they use to earn customers' trust. To compete with regular players, branded players must stand out. Price and quality will be vital for a brand's success and maintenance. Branded players must concentrate their promotion and sales techniques to compete with established jewellers.

Several regional players have opened branches to capitalise on their trust and reputation. This will enhance brand-name jewellery rivalry. Only a few Indian branded jewellery producers used pink and white gold-focused Platinum and diamonds were popular gifts.

1. Now is the time to identify fresh trends and business prospects. Do you believe that this market is impacted by the declining price of gold? How?
2. Examine the business plan of a company that wants to enter this market right now. What would they have to pay greater attention to?

Case - 21

Lifecycle of Technology Adoption

Products like Apple iPhones, Facebook, and Teslas, which are currently taking over the news, were formerly only well-known to a small group of people who either comprehended the innovation in front of them or were daring enough to attempt something new. These so-called early adopters aid in the launch of products, offer essential design input, and, if successful, aid in the dissemination of information among their peers. On the other hand, several items that were previously necessities in our everyday life are no longer on our radar.

1. Consider whether these organisations need to analyse the life cycle of technology adoption.
2. Discuss quoting some real time examples as to why businesses fall through the technology adoption lifecycle's chasm.
3. How can a young company make use of the technology adoption lifecycle? Create a diagram to depict the phases clearly then describe each stage.

Case – 22

Case for Crowdfunding

One of the largest challenges that the majority of entrepreneurs will face is finding financing. It can be difficult to know where to start if a bank loan won't meet your needs and you don't have any links to investors. Online crowdfunding, which involves getting smaller sums of money from numerous backers, has grown to be a popular way for businesses to get around this problem because it enables them to contact many possible investors at once.

Even though Kickstarter and Indiegogo are two of the most well-known venues for crowdfunding, there are dozens of projects that simply didn't get enough traction to receive money for every one that succeeds. So, what other options are there?

Nowadays, well-known businesses like P&G, Coca-Cola, and MEGO are beginning to participate in the crowdfunding market. They just come for crowdfunding's hidden value—the customer voice—instead of the money.

1. Critically analyse how crowdfunding can provide more than simply financial support.
2. Give some relevant business examples who have become success stories after they got financed through crowdfunding.

Case – 23

The Case of Mc Mission

The basic service, hardware like the cable box, and access to particular services like packages of movies, sports, and other specialist programming are all frequently included in bundles from cable companies. It is a common strategy that can boost profits for the vendor (by boosting sales) and raise consumer pleasure because they get to enjoy any savings and the simplicity of only having to consider one pricing.

Consider how Mc Mission's value meals eliminate the need for customer choice and provide them with a selection of different products.

It also increases the customer's perception of value. Even if they didn't intend to purchase specific items, it's difficult to resist the thought of saving money on several other things.

More specifically, mixed bundling is beneficial while pure bundling presents more issues. Customers value the fact that mixed bundling gives them more options when they need them. However, does anyone actually enjoy interacting with the cable company? Pure bundling might effectively make people spend more money. Pure bundling is typically a risky game, unless the firm's clients have very few other options. Offering the best of both worlds is mixed bundling. Customers are not restricted in any way; they are free to choose each particular item, and the business is not imposing any restrictions on them. At the same time, it provides them with the ease of a collection of goods for a single price.

1. Analyse critically: What other advantages of mixed bundling might there be?
2. Provide mixed bundling or other similar alternatives that could eliminate its drawbacks.

Case – 24

Analysing CLV

By offering a variety of financial solutions under one roof, ABC Bank is committed to maximising value for its clients and all other stakeholders. The Bank, a financial superstore, has a nationwide branch network and provides Portfolio Allocation, Accident Insurance, Life Insurance, Credit Cards, the Government Pension System, and Central depository Accounts. The Bank has begun its digital journey to enrol customers for third-party product sales. Digitalization has strengthened customer loyalty and need-based selling.

1. Consider whether predicting customer lifetime value in banking is necessary to increase long-term revenues and financial viability.

Case – 25

Hospitality Industry and Experience Innovation

You choose to live in a location where there is a need for restaurants and hotels. You notice a business opportunity. You suddenly become aware that there is an issue as you open the hotel. That there aren't any customers is not a problem. It's because you don't have enough staff, your facility isn't big enough, and too many clients are coming in. It is a useful issue to have. However, you are aware that your company might not last long if your clients are made to wait too long or receive subpar treatment. Although expansion involves a big expenditure, it might be necessary to make some.

1. Why is it necessary in this situation to predict the Customer Lifetime Value?
2. Summarise the case study describing similar instances from business.
3. How does it relate to the price of serving customers and the cost of customer acquisition?

Case – 26

Building Client Relationships

Nike, Sendoso, Starbucks, Southwest Airlines, and HubSpot - They demonstrate how solid client relationships may result in brand loyalty, repeat business, word-of-mouth advertising, or social proof. Despite being an institution, Star Inc doesn't just rely on its name recognition to generate sales. Customers are the main focus in every market. Star Inc pays attention to building relationships through digital media and takes, interacts with, and responds to customer input. In addition to sending frequent, targeted emails to its subscriber network, Star Inc leverages its social media posts and channels to interact directly with its customer base.

The "What's your Star Inc idea?" campaign is one of Star Inc's most important relationship marketing initiatives. Customers can suggest new products, bring back discontinued items, or ask for updates to already-existing items. Fans believe they are influencing the company's greater vision through this promotion.

Relationship marketing aids in long-term client retention, which leads to consumer loyalty as opposed to one-time or infrequent buyers. It is crucial for its capacity to maintain close communication with clients. In order to attract new consumers, keep existing ones, and increase sales, businesses must maintain relationships with their customers.

1. Suggest them a few different customer involvement tactics they can use.
2. How will they contribute to raising the CLV for a product individually and as a business?

Case – 27

Diversification Strategy at MEGO

MEGO's marketing approach emphasises variety. In addition to toy sets, it promotes its brand in other media. MEGO Movie series and The MEGO Batman Movie promoted licenced properties and MEGO's play-based design.

Mego shows how customer involvement boosts value. Mego engages users via Create and Share and Mego Ideas. While the ideas site focuses on new product introductions, Create and Contribute lets Mego fans offer concepts and photos.

The mini-Big Bang Theory Mego set is a community-based Mego product. Mego considers a proposal with 10,000 backers for sale under the Mego concepts brand. The mini-Big Bang Theory was initially envisioned more than two years ago and took 10 months to produce. The community adds hundreds of new ideas to Mego every year, guaranteeing it always has free ideas that buyers want to buy. Mego's open innovation philosophy throughout product creation apparently contributed to its success. It's helped them stay on top and preserve their brand.

1. How can businesses benefit from this kind of open innovation? Analyse critically.
2. Suggest and reason for some long-term recommendations for Mego's profitable future.

Case – 28

Case for Technology Upgradation

Due to its unique appearance, the first-generation iPhone attracted a lot of attention. Both models, which had launch prices of \$499 for the 4GB device and \$599 for the 8GB variant, were quickly out of stock. But two months after its initial release, Orange reduced the price of its 8GB model to \$399. With its new devices, Orange constantly uses this pricing strategy. It can attract early adopters with a high level of interest in its cutting-edge technology before lowering prices for the general public a few months later.

1. What price policy are we referring to here? What are the different benefits to a business?
2. Suggest any other business alternatives to Orange for long term sustainability and profitability of its core competence.
3. If Orange changed their logo, would you continue to buy their products? Discuss why or why not?

Case - 29

Ecommerce and Personalization

E-sellers can determine precisely what aspect of their product listing motivates customers to take action by using a Vetizen's A/B testing tool. Sellers run different versions of their product listings on e-commerce web pages traditionally, gathering data over time to see which listing generates more conversions and sales. Vetizen's Personalise is used by clients in sectors including retail, media and entertainment, gaming, travel and hospitality, and others to offer customers personalised content recommendations. Companies may address the three most frequent use cases with Vetizen Personalise: offering consumers tailored item recommendations, surfacing related items, and personalised reranking of products.

Not every adjustment that is made results in an instantaneous "Eureka" moment for those optimising Vetizen's website. Citizen's ability to provide the kind of user experience it offers is made possible through constant and organised A/B testing.

1. Describe the many applications of A/B testing for e-businesses using current examples from the sector.
2. Why would you advise A/B testing to different businesses who are experiencing issues like having too many alternatives to pick from, having expectations that are not met, having confusing navigation, employing too much technical language, having a high cart abandonment rate, etc.?

Case – 30

Case for A/B Testing

Every marketer will, at some time, find themselves in need of developing a landing page. Nevertheless, developing a landing page that generates conversions might be difficult. Groove had first-hand experience with one of its landing pages, which led to the discovery that just 2.3 percent of visitors converted on that page. Groove was uncertain as to the precise reason why the page wasn't converting, though. In order to find the solution, the team decided to do some A/B testing first. They conducted research into various resources and had conversations with marketing pros in order to figure out why their website wasn't working well. After further investigation, the company found that the message had been carried out in an entirely improper manner. Groove took the choice to engage in conversation with real people in order to have a better understanding of its clientele and the factors that appeal to them.

The team put copy first and design second when they updated their landing page. They didn't begin working on the aesthetic side of design until after the copy was complete and authorised. Overall, the messaging changes ultimately resulted in a 2x increase in conversions to 4.7%.

1. What was the benefit of A/B testing that Groove looked into, in your opinion? How did it fare in terms of results?

Case – 31

JOSE's success strategy

The reason for Jose's success is not because it sells low-cost equipment; rather, it has achieved success by focusing more on quality. Jose depended on little advertising and catered to a certain target demographic with its products. The majority of Jose's products cost more than those of its rivals, including Sony, Beats, Harman, Bowers & Wilkins, and Samsung. To give its customers a sense of "wow," Jose offered demonstrations of new products at its retail locations. It was seen that once a customer used a Jose device in person at one of its outlets, he or she became addicted to it. "One of the most powerful demonstrations I have ever witnessed was in a Jose store", according to the President of Rubin Partners, Inc. The stores offer much more than just merchandise; they are showcases of Jose's supremacy and the improved lifestyle one may have as a result of purchasing their goods. Long-term research led to the creation of Jose's products. The creation of its groundbreaking high-end audio technology and noise reduction technologies required 15 years of intense research. The brand's history of producing high-end audio equipment is well-known and respected, according to a representative. They are now industry leaders in the field of audio. Their goods are top-notch and innovative, whether they're used for broadcasting sound or cancelling it.

It serves as an excellent illustration of how a "little Company" may thrive in the technology sector, which is the most competitive of all. How can a business with "just" 3.6 billion in revenue contend with:

- Revenue of \$70 billion for Panasonic.
- Sony generated \$77 billion in sales.
- \$200 billion in revenue for Samsung.
- \$370 billion in revenue for Apple.

How is it possible that JOSE is the industry standard for audio performance? Since they have just

been concentrating on audio equipment. They have the best sound technology as a result. And they have a wide variety of products within the Audio Equipment market. They have equipment such as Bluetooth, speakers, microphones, and headphones.

1. Examine JOSE's business plan and emphasise how it serves as an illustration of the red ocean strategy.

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Case – 32

Gender Inclusion and Equality

While virtual conference rooms may be able to counteract or neutralise some forms of gender bias, and the flexibility of the remote workplace generally supports gender equality, the past year has shown that ingrained cultural gender dynamics will occasionally surface under different situations. If gender inequity is ingrained in our culture, it is, in fact, still very much present in our virtual workplaces. According to a food unit, office politics are still in effect and women at work have poorer informal relationships because the official virtual meeting only captures a small portion of exchanges. The true power dynamics will take place behind the scenes, excluding women as necessary.

According to research, women (46%) struggle with group work more than men (37%), and they frequently take on more ambiguous, collaborative-based activities as well as the bulk of the housekeeping for remote workers. In addition, many women overcompensate by working extra hours when they are unable to see or hear what their coworkers are up to, a tendency that can be exacerbated by the absence of coworkers in a remote working environment. In a video, Ms. Nancy George, a member of a project team at ABC Ltd, can be seen being repeatedly interrupted by male coworkers while pitching project ideas and having her own ideas appropriated and re-presented by her peers—despite the fact that she was the only one with actual work experience in the area.

1. Examine the ways in which a virtual office environment can promote women's employment in traditional societies. Do you believe it causes more gender inequality? Analyse

Case – 33

Case against Age and Experience during Recruitment

He is "too elderly" for the position. After we interviewed John, the HR manager remarked to me. He will not fit into our society, she continued. At the age of 53, John's prior employer fired him as a result of restructuring.

Ageism at work is a very serious problem. The issue at hand is the big one. I observe protests against every other "ism" (sexism, racism, etc.), yet ageism is completely ignored. It is being covered up; I did recruit John, much to the dismay of the HR manager. John offered a wealth of expertise, and he taught me many things that an MBA could not have taught me.

Youth is the focus of our society. Stop with the "away with the old, in with the new" propaganda. Google cannot replace experience. A person's age has no bearing on how hard they can work or how much they can contribute to the organisation or society. It's not necessary for someone to retire and sit in a corner after they reach the age of 50 because they can still function. Common misconceptions: "They can't learn. They lack originality. They are less effective than younger workers. Older employees are not as favourably received by customers. All of these are founded on erroneous presumptions and premises.

Older workers are typically more productive than younger ones, according to German studies. According to research, verbal communication skills and employee loyalty go better with age. To encourage innovation and growth, businesses are striving for diversity, but which kind? only ethnicity or gender? Why not have a mix of ages? A younger team benefits from the diversity that older talented people bring, which helps develop well-rounded solutions. People over 40 strike the ideal blend between institutional knowledge and maturity. Sadly, due to restructuring, outsourcing, or the entry of new graduates into the workforce, many of them are being laid off.

1. Do you believe that while hiring is taking place, experience and age will win?
2. How do recent graduates compare to those with more experience and age when applying for popular job profiles?
3. Offer strategies for HR teams to overcome these prejudices in order to manage attrition rate over the long run.

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Case – 34

Culture and Failed Mergers

You have just been hired as the HR manager of a company that merged about two months ago. You have seen a significant increase in the number of employees coming to you with workplace concerns and issues even though the two firms are still in the transition phase. The majority of criticism centres on the conflicting cultures of the two merging businesses. You were informed of the backgrounds of both leaders' management philosophies as well as the histories of these two organisations before joining the team. Given the radically dissimilar cultures of the two firms, it quickly became apparent that this merger would be difficult. One of the businesses was run by a man whose approach to business was laid-back, fatherly, and employee-focused. This CEO permitted casual dress codes and worker coffee breaks, as well as an easygoing work environment. The owner of the other business was a gentleman with a reputation for wearing \$1,000 suits and conducting business with no holds barred. This CEO needed the work to be finished immediately. What would you as the HR manager do initially in order to deal with this situation?

1. How would you respond to the two very dissimilar methods of managing a business?
2. Critically analyse what can a company do to address the issue of managing culture before two businesses merge.

Case – 35

HR team's Involvement in M&A

The M&A team, which is often made up nearly entirely of personnel from finance, IT, and other disciplines considered as vital to making the deal work, frequently does not include HR professionals. HR must not fall behind since people management is a frequently neglected component. Assessing the cultural fit of each company being considered for the merger or acquisition should be the responsibility of HR on the team. HR must remain involved throughout the whole acquisition process once the decision has been taken to purchase a business. It is imperative that you avoid telling your staff that nothing will change. Perhaps "There will be some changes, but at this moment, we are not sure how many" might be a more accurate statement. As soon as we become aware of any changes that will affect you, we will keep you fully informed.

Organisations thrive when all team members are committed to a single, well-defined goal. Gaining synergy between two organisations with opposing operating cultures is quite challenging. Some businesses have had to "rebuild" themselves in this situation, often at the expense of their consumers and staff. A culture clash is all but certain when this background is absent. Even if the harm may not entirely be reversible, it can be lessened by taking immediate, obvious action. Using the most recent employee relations issues as a springboard, the head of HR is in a perfect position to lead this initiative.

1. Do you agree that ensuring there is a basic synergy of cultures prior to an M&A can have a significant impact on the project's success or failure? If not, why not?
2. Analyse HR's significance as playing a key role throughout the entire process critically.

Case - 36

Case for Tab India

The hiring mission statement for Tabindia was: "Hiring to transfer passion for our company idea into fulfilling careers." Finding the proper fit begins with the recruitment process. Behavioural event interviews are one of the techniques that HR utilises to determine whether a person's priorities line up with the chances offered by Tabindia. Even campus interviews are only held at institutions that offer the technical skills that the business requires. Above a certain point, the requirement for ideological fit becomes increasingly demanding. Through induction and orientation, the emphasis on philosophy, particularly the strong artisan connection, is maintained. These are intended to develop staff in accordance with internal objectives and with the goal of maintaining a steady supply of skilled resources. The worker must recognise and respect that the item in the store is the work of an artisan and directly contributes to maintaining traditional crafts in the nation.

By incorporating it into Tabindia's assessment programmes and financial management, the company's philosophy is further solidified. One of the primary outcome categories in performance evaluation for senior roles is a demonstrated adherence to organisational principles. Through 360-degree staff surveys, the organisation maps and records any ideological or value system aberrations and makes the required repairs. Even still, hiring errors do happen, and the business has planned for them by adopting a six-month probationary period and a mid-term review with feedback to spot them before they become an issue.

1. Is Tab India, in your perspective, leveraging values and philosophy to motivate both business and people? How? Discuss.
2. Which two strategies for long-term attrition rate management would you suggest to the HR team.
3. How do employees represent an organisation's brand?
4. Should HR managers require an exit interview when an employee is let go over disciplinary reasons? If not, why not?

Case – 37

Case for Experiences for Hospitality Industry

The ABC Hotels Group considers itself to be in the reminiscence game rather than the hotel business. Even though tourists check in and leave with only their bags, the firm aims to create experiences for them that will entice them to return and encourage them to tell others about the chain. It's not only work, but a personal space for employees. Because of this, staff members are willing to go above and beyond to assist visitors, as seen by the following incident: A woman who was sick to her stomach checked into the motel after arriving late. She took the tissue box from the washroom, set it next to her bed, and went to sleep. The room was cleaned the following morning, a new wastebasket was placed beneath the study table where it belonged, another one was replaced by her bed, and an additional box of tissues was added to the bathroom. The employee then made a personal gesture by setting three containers with the labels honey, ginger, and cinnamon along with a message explaining her mother's trick for magically treating colds. These kinds of tales occur every day. These are the experiences that endure for a lifetime, are frequently shared, and serve as the impetus for recurrent visits.

1. Do you believe this strategy will be successful in the long run? If not, why not? Analyse.
2. Why does the hotel sector place such a high value on experiences? Give instances from the present that illustrate your point.

Case – 38

Breakdown of Internal Communication

An automobile MNC's engagement survey report revealed a breakdown in internal communication. Consequently, lines of communication for the ethnically and racially diverse workforce were established. Initially, all workers on the shop floor had access to computers and the internet. Language translations of intranet content, largely in local language, as well as the yearly review process and vision and goal, were made available to shop floor personnel. As a result, employee comprehension of the feedback increased. To maintain transparency and accountability in all of its operations, the company has established a number of feedback channels, including employee engagement surveys, employee satisfaction surveys, customer satisfaction surveys, 360° stakeholders feedback, the helping & hindering factors analysis, the HR associate survey, and the working culture feedback.

1. Why, in your perspective, is feedback so crucial? Can it also be used informally? If taken formally, will the feedback be valid?
2. How has this automobile MNC been able to effectively manage feedback mechanisms across the entire business?

Case - 39

Compensation Management

You are the director of a company's human resources division. When one of the workers tries to harass his coworker, she pushes him away from her and against a large machine, quickly killing him. According to the witnesses, the woman didn't push him with the goal to hurt him; rather, it was his mistake. She acted in self-preservation. His family has filed a complaint against you and is requesting compensation from you. The woman who pushed him is unknown to his family. Other staff members inform them that it was an accident. You have been asked to resolve the conflict from your side by the company's chairman. He's warned you not to make things more difficult.

1. What choices do you have in this circumstance? Discuss the benefits and drawbacks of each.
2. Suggest any other alternatives to control the situation effectively.

Case - 40

Highest Standards of Ethical Behaviour

Because preserving the highest standards of ethical behaviour is one of the most significant duties we impose on organisational leaders, workplace ethics are frequently associated in decision-making processes. At work, ethics refer to making the decision that is deemed to be the moral or just course of action. One of the most moral businesses globally is Tooti Inc. They make deliberate attempts to be responsible and ethical while transacting. They take great pride in the ethical practices that they use in their daily company operations. Some of these include community sourcing, the preservation of the environment, diversity, inclusivity, and overall welfare. In addition to this, they have a concern for the welfare of the community, and they make it a point to keep their clients updated on their progress.

The corporate ethics and compliance programme of Tooti Inc. is one example of a company initiative that contributes to the company's overarching mission to "inspire and feed the human spirit - one person, one cup, and one neighbourhood at a time." It is helpful to the preservation of their culture and their brand to provide partners with the materials they need to arrive at moral decisions while on the job. They were purposeful in their efforts to accomplish the organisation's primary goal. The vast majority of reports focus on concerns pertaining to employee relations and provide various reporting channels as a component of an all-encompassing ethics and compliance programme. Tooti, Inc. believes that doing business in an honest and moral manner is critical to the company's continued growth and prosperity.

Coffee's ethical sourcing refers to a comprehensive strategy to meticulously mix, roast, and package fresh the finest quality coffee. Tooti Inc S employees, protected by health insurance, are treated with respect and dignity. The conservation of environmental resources is a priority for ethical environmental stewardship. It promotes equal opportunity in its hiring and promotion policies and bases decisions only on factors that are connected to the job. Employment of partners under the age of 18 will consider legal requirements for age, hour tasks, and ensure that the partners' education, health, and safety, as well as their mental and physical development, are not harmed. The employees

treat one another with decency. Every partner has the right to work in a setting free from harassment, bullying, or discrimination.

1. Analyse the organisation's rules that support workplace ethics and suggest other ways to enhance their already existing policies.
2. Why is it so crucial for a company's culture to place a high value on ethics?
3. Does it have any long-term repercussions?

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Case – 41

Maintaining Industrial Peace

"Industrial relations" is the process through which management interacts with one or more unions in order to negotiate and then manage a collective bargaining agreement or labour contract, according to Dale Yoder. The HR employee relations manager is in charge of overseeing the department's employee relations activities. Mr. A frequently misses work and does not receive the required notice or authorization for absence. His absence records reveal that over the past year, he missed 96 days of work without the required authorization of leave. He received numerous verbal recommendations and assurances to increase his attendance, but he hasn't shown any improvement in that area. According to Company Standing Order No. 22(iv), a regular absence from work constitutes severe misbehaviour on the part of the employee. You must file a case against him for "Habitual Absence" as the company's internal relations officer.

1. Create the charge sheet that will be given to the offending employee.
2. What elements will you take into account when creating this charge sheet?
3. At this moment, do you intend to terminate your position as well? If not, why not?
4. Should termination of an employee be always a last resort? In what conditions is it justified? Analyse.

Case – 42

Economic Demand for Vehicles

The two years leading up to 2020 have been exceedingly challenging for the Indian auto industry. Automakers failed to report any sales for an entire month for the first time in 2020. The country has begun to return to some kind of normalcy, but automobile sales have remained flat. The diesel vehicle market has taken a significant hit in recent years. In India, the percentage of diesel vehicles decreased from 32.62 percent in 2019 to 18.65 percent this year through November, according to a report by Jato.

Industry experts predict that during the coming years, India's share of diesel vehicles would continue to fall. This year, some manufacturers including Maruti Suzuki, Renault, Nissan, Volkswagen, and Skoda have opted to totally discontinue making diesel cars, which will have an even greater impact on sales.

1. What are some potential variables, in your opinion, that might have impacted the demand for cars in India? Discuss

Case – 43

Planning a Training Program

A local eatery recognized Jai potential as a good employee for the summer internship and offered him a position in the kitchen. Even though Jai lacked previous experience working in kitchens, the supervisor who recruited him assured him that he wouldn't need it since they would teach him everything he needed to know.

On his first day of work, Jai was paired up with a Senior Line Cook named Tom. His superiors were worried that Tom would have to train a new employee on the busiest night of the week, which also happened to be his shift at work. He wasn't overjoyed with the prospect. It only makes natural that you, as the most senior member of our team, would be the one to lead the training sessions. With his temper frayed, Tom was unable to say anything more to Jai, other than, "Watch, and keep out of my way."

Tom was working his tail off to call orders, time out bills, and cook simultaneously when the major dinner rush finally arrived, and the entire kitchen line was already bustling with bustle. Stress levels in the kitchen rose dramatically as the volume of incoming orders continued to soar. Tom yelled at Jai, "I need you to run to the refrigerator and get me some hamburger meat!" "Sprinting" through the kitchen line, Jai found the refrigerator and retrieved more meat, scared to ask a question because he didn't want to appear rude. When a cook turned back to put up a dish, he didn't see Jai come through the kitchen. He was completely oblivious to his approach.

1. How important is seniority when choosing a trainer, and why? Analyse.
2. Does a good employee make a good trainer? Why or why not?
3. How should you schedule a new employee's training shifts to not create a hassle?

Case - 44

Engaging Senior Management

An effective Occupational Health and safety program relies heavily on employee education and training. All of the company's policies and processes are meaningless without proper training. Unfortunately, this isn't the general consensus. Employers may see safety training as a burden, and as a result, they may only conduct it if they feel compelled to. "We just don't have time to do it" is a common refrain. Even though it may be at the bottom of the list of priorities, it is always near the top of the list when it comes to budget cuts. As a manager, it might be difficult to get all of your employees to participate in training.

1. Describe the various techniques you've employed to persuade management to support safety training and share your top five techniques.
2. What roles should senior management play in your safety program?
3. What important arguments could you use to persuade top management that safety training is not a waste of time? Critically evaluate.

Case – 45

Language issue

An ethnically and linguistically diverse workforce makes up the tourism and hospitality industry. This is just one of the reasons why our sector is so distinctive. But these issues come along with diversity. Training can occasionally be difficult in a large hotel if the cleaning staff is made up of people from different countries due to language barriers. Even though many corporate facilities have created effective training programmes, not everyone in the room usually understands them completely.

1. Create a list of several training methods you can employ to overcome a language barrier?
2. How can you tell whether a trainee has mastered the material after the training is over?
3. How well do visual aids work for training, and why?
4. What kinds of factors should you take into account when creating your training plan for an employee who speaks English as a second language?

Case – 46

Group Dynamics

Mr. Roy and Hina are both postgraduates in management from the same B-School, but they studied in separate management streams. Since they are employed by the same corporation, Hi-tech technology solutions, they have been close to one another since their college days. Their relationship has carried over into the workplace as well. Mr. Roy was assigned to the finance department as a prominent finance executive, and Hina was placed in the HR department as an employee counsellor. Both students are at the same grade level as far as grades go, but Mr. Roy holds greater responsibility because he works in core finance.

Hina is amiable and eager to assist those in need by nature. Mr. Roy has a quiet temperament and is always a little egotistical, yet he is willing to assist if asked. They successfully finished their four years with the company. And because they both perform consistently and are equally talented, management is really happy with both of them.

Hina believed that Mr. Roy was not the same person he used to be today. She observed certain variations in his behaviour. She believes Mr. Roy is making fun of her during casual discussions by saying that she is well-known among the staff while he is barely acknowledged by his coworkers.

When Mr. Mehta, General Manager of Hi-Tech Technology Solutions, opened the mail from Franklin concerning his resignation one morning, he was astonished. Given that Hina is close to Mr. Roy, Mr. Mohan called her right away to discuss the situation. After learning the news, Hina expressed her shock and indicated that she had no idea. She also shared her most recent interaction with him. She received a commitment from Mr. Mohan that he would handle the situation and prevent Mr. Roy from resigning because he did not want to lose both of them.

After some introductory conversation, Mr. Mohan brought Mr. Roy to the canteen in the afternoon to help him feel at ease. After some hesitation, Mr. Roy began to speak in front of Mr. Mohan. The

issue with Mr. Roy is

- 1) If he enters the canteen alone, no one will even recognize him, but if he is accompanied by Hina, people treat him well.
- 2) When they first arrived in the building together, the gate security wanted them, but the following day, when he arrived by himself, the same security did not.
- 3) Hina's points will be more valuable even in meetings held in the office, so frequently he chooses to remain silent.

Mr. Roy has to deal with this degradation every day at work, which completely bothers him. Mr. Roy questioned the fact that Hina and he both received first-class degrees from the same institution and held the same credentials. In this corporation, we all have the same quantity of experiences. Furthermore, the duties that come with me are more important than Hina's. My ego does not allow me to remain here after all of these things if I am treated disrespectfully by my coworkers.

Mr. Mohan felt that it would not be very difficult to prevent his resignation after hearing this statement. Mr. Roy was given an explanation by Mr. Mohan of the causes of the employees' discriminatory actions.

Mr. Roy apologised for his behaviour after hearing Mr. Mohan out and indicated that he was prepared to revoke his resignation. He then called Hina's number and spoke to her as before.

1. Determine the justification Mr. Mohan would have offered Mr. Roy.
2. Is interaction among employees, decision-making participation, and communication a key component of the behaviour?

Case – 47

Recognition and Reward

Recognition and praise are regarded as the most powerful intrinsic motivators out of all the different ones, according to numerous studies in Organisational theory and HRM. According to studies, when supervisors compliment an employee appropriately in front of other workers, they not only increase that individual's self-esteem and performance but also validate their work ethics. Additionally, it has been discovered that rewarding employees for their efforts increases employee happiness, and contented workers are more inclined to stick with a company for a longer period of time and go above and beyond what is required of them.

To motivate employees in performance management systems, emphasise the value of employee recognition and its advantages.

1. Bring to light the significance of employee recognition as a motivational tactic in performance management systems, as well as its many associated benefits.
2. In light of the current situation presented by COVID19, elaborate further and remark on whether or not the digitalization of employee recognition procedures should be encouraged or not.

Case - 48

Strategy at BeverageCo

Senior executive attrition was a serious issue for BeverageCo India. The executives were reported to be leaving the company because they couldn't agree with its "Power of One" strategy. The goal of the plan was to combine the food and beverage departments. Given that consumers frequently purchase beverages and snacks together, the strategy was designed to take advantage of the synergistic advantages of selling food and beverages together. Manmohan, executive director of research and development at BeverageCo India and director of innovations, left the business in 2018. Manmohan was regarded as the creative force behind well-known brands and as one of the key figures in the organisation's efforts to develop innovations in its food sector. He wasn't the only top executive to leave the organisation. In 2018, five more employees left the business, adding to the long list of co-workers who had already left BeverageCo when it changed its corporate strategy.

1. Identify the tactics that BeverageCo will use to handle the issue of attrition at the highest level, so that the company can keep its senior executives and make it possible to accept a change in corporate direction through efforts including change management.

Case – 49

Team Building

The cricket team from Australia won the ICC Cricket World Cup in 2015. Australia has participated in seven finals of the ICC Cricket World Cup and has triumphed five times. In one-day cricket, Australia had a 65% win rate (in 1977-2015). Among all cricket teams in the globe, this was the highest. The winning team's captain, Michael Clarke, remarked after the victory, "I think the two best teams (Australia and New Zealand) in the World Cup were in the final and it just so happened to be our day today. It was a terrific final." Given that cricket wasn't even the nation's primary sport, Australia's record was all the more remarkable.

1. Analyse the Australian cricket team's achievements and then list the management techniques and standards that can be used to increase high performance of teams.

Case – 50

Retail Industry

The CEO of one of the top online retailers in the world, sent his annual letter to the company's shareholders. The letter included information about the company's goods, services, upcoming plans, creative and enhanced delivery methods, the potential use of drones for delivery systems in the future, an online grocery store, new services, etc. However, the employee empowerment segment, which included an announcement of a new career choice programme, drew the attention of shareholders, investors, and industry watchers alike. Under the T & D initiative, the retailer company promised to cover 95% of employees' tuition costs for courses they choose to enrol in, even if those courses had nothing to do with potential careers at the company. The second was a "pay to quit" initiative whereby a retailer company would compensate workers who wished to leave up to US\$ 5000.

1. What do you think are the advantages and disadvantages of the pay-to-quit policy?
2. Determine how the T & D programme supports HR and business strategy in operating the company profitably and successfully. Incorporate examples into your responses.

Case – 51

Recruitment Policies

Large textile manufacturer, based in Mumbai, recently expanded its reach into the nation's eastern and southern regions. The business conducted a significant hiring drive in 2019 and employed 1390 persons for middle management jobs. The company's CEO intended to analyse the results of the recruitment drive and determine whether it had been successful after one year of operations in the south and east in 2020. Senior human resource manager of the company, was tasked with presenting on the recruitment drive's efficacy at the annual board of directors meeting due to the time and significant expenses the company paid.

1. What metrics/indexes would you keep in mind as future managers to evaluate the overall efficacy of recruiters? You should also perform a cost-benefit analysis.

Case – 52

Technology at Work

Since assuming office four months, HR Head Mr. Ramaswamy has started a number of positive improvements. His main goals in making the adjustments were to make the workplace appear more professional and to make it easier for the staff to be productive without having to work too hard. With the new arrangement, the office does appear to be more spacious, and his colleagues from other departments who pass by even remark on how neat and polished the office looked! In order to save the secretaries from having to constantly climb up and down stairs, Mr. Ramaswamy placed their desks near those of their superiors. When they had to take dictation, which they did multiple times per day, they had to walk quite a distance because they were previously packed together in the secretaries' pool. Additionally, he invested in swift, accurate, and efficient new calculators for the division so that the assistants could now perform computations without error. In fact, he had recently ordered a fast computer, which would be a blessing to everyone and eliminate the monotony and boredom of all the tedious human calculations. The management won't need to rely on the support staff after all the computers are installed. The computers will quickly generate the data that the management requires, regardless of the statistics or information required. Additionally, the computer maker would host free programming workshops for anyone interested in attending. Additionally, all staff members will have access to manuals. But after all, Mr. Ramaswamy was completely taken aback. The lack of enthusiasm on the part of the workers, some of whom even seemed dissatisfied, baffled him. Many of them were unsure of what Mr. Ramaswamy was planning.

1. Describe the relevant issues in this situation.
2. How would you have handled the matter if you were Mr. Rao?

Case – 53

Group Dynamics

Tropical Storm Charley struck South Carolina and the Opera Air Filter Company. The company discovered that it had to hire almost three entirely new crews, one for each of its shifts, as a result of the destruction of many employees' residences. The issue was that no one had ever bothered to create job descriptions for the "Old-timers" because they knew their duties so well. There was a broad misunderstanding about what they should do and how to accomplish it when roughly 60 new staff started taking their jobs.

For the company's out-of-state clients, who sought filters rather than justifications, the storm swiftly became old news. The company's president was at his wit's end. He made the decision to meet a consultant from the business school of the nearby university. The consultant immediately had the veterans complete a work questionnaire outlining all of their responsibilities, tasks, and duties. Arguments very immediately sprang up, who believed that the older guys were making things up to appear more important, and the older men, who instead listened truthfully and accurately. Customers were clamouring for their filters in the meanwhile.

1. Should the protests of the long-term employees be disregarded and make out the job descriptions in the way they think fit? Why? Why shouldn't they?
2. If you oversaw conducting the job analysis, how would you have done it?

Case -54

Innovation Thinking

One of the biggest electrical and electronics engineering giants, IVY Ltd is a pioneer in the field of technology. The proper amount of people in the right professions, with the correct abilities, is crucial for a company to be competitive. IVY Ltd can audit the number of employees it now has, the skills it has in place, and the areas where it has skill gaps that must be filled in order to achieve its business goals through the use of workforce planning. IVY, for example, is relocating its headquarters from Oakland to a larger building outside of town. New skills will be required to do the work there. Review of the company's talent base and personnel training to use new technology in the new location are planned.

IVY values innovation. It must plan for and respond to unanticipated business changes. IVY has to recruit individuals with the necessary talents into the organisation or teach current employees so they may acquire new skills. IVY provides a range of technical apprenticeships for graduates who wish to "earn as they learn." Although there are other engineering and information technology apprenticeships available around the UK, the majority of apprentices begin their careers at the Siemens facility in their hometown. Vocational training combines college and on-the-job training. Trainees obtain their specialised diplomas. Programme-specific entry requirements vary, generally speaking, candidates must have excellent communication skills and the capacity to collaborate with others. To further improve IVYs' pipeline of financial and commercial skills, the IVY Commercial Academy was established in early 2000. The four-year curriculum is viewed as an alternative to enrolling in university right away. Trainees work at IVY and earn a Diploma in Business with Finance. The European College of Business Management offers degree-related coursework as well as training in presentation and communication skills for employees. Additionally offered are German language instruction and IT classes.

Since the training is held at many IVY locations, graduates are exposed to various IVY departments, gain knowledge of the company, and network with other graduates. Many advantages that well-trained staff offer help a company gain a competitive edge.

IVY utilises Management to assess its training and development programmes. Employees and their line supervisors agree on placement goals and track success formally and informally. This keeps everyone focused on the company's needs. Annually, the findings are used to evaluate an employee's progress toward specified goals during a staff meeting. Employee input and growth needs are considered while choosing the finest training. New year's goals are set. Salary reviews and evaluations are sometimes linked. In many cases, pay raises depend on employees reaching their goals.

Business grows through learning and development. IVY values well-trained, engaged and motivated employees. For the business to remain competitive, it requires employees that are upbeat, self-assured, and motivated. Additionally, knowledgeable employees are a benefit to the company and aid in retaining clients. Customers benefit from continuity because of well-trained staff that stays with the company. This encourages repeat business and increases client loyalty. Employees who feel appreciated stay with a company longer. As a result, IVY may cut back on hiring expenses, which will save the company money overall.

1. Critically evaluate four advantages that IVY has received from its thorough employee training and development.
2. Describe how an appraisal system might support employee motivation.

Case - 55

Performance Appraisal at AURA Ltd.

Aura replaced performance appraisals with continuous performance management. When Aura did away with annual performance reviews back in 2012, they were a pioneer of change. They believed that, despite their company's progress and evolution, their performance management system was antiquated and inefficient. It was a waste of time and had essentially turned into a check-the-box exercise. According to Aura, annual reviews take about 80,000 management hours annually. This amounted to about 40 full-time workers who would be employed all year long. Clearly, something needed to change.

Aura did away with annual reviews in favour of frequent one-on-one check-ins and frequent feedback, both negative and positive. They let various segments of the organisation choose how frequently they should have check-in talks depending on their work cycles and lack performance ratings or rankings. Since forced ranking is no longer used, Aura employees are instead evaluated on how effectively they achieve their objectives. Also taught to managers are the subtleties of delivering and accepting feedback.

As a result, there has been a noticeable rise in employee engagement, and since check-ins were implemented, voluntary turnover has decreased by 30%.

1. Performance management is essential to achievement. Do you concur with Aura's decision? Analyse.
2. What components are required to create a successful performance management system?

Case – 56

Motivational Tools

This case concerns Surat-based gem and jewellery exporter RAMA Exports formed by Mr. Motwani. His siblings later joined him, and the company made Rs 10 million in its first year. The corporation never looked back. Its performance improved, and it became a major exporter in India and 35 other nations. RAMA Exports Chairman Mr. Motwani offered a Rs 500 million bonus to 1,268 employees. The prize comprised 491 cars, 570 pieces of silverware, and 207 condos.

The corporation provided benefits to employees and their families. RAMA exports developed a 'loyalty programme' to recognise loyal employees who helped the company thrive. These awards embraced managers, artisans, and even cleaning personnel. This helped the organisation retain personnel and thrive.

1. “HR managers should consider prizes as motivational tools”. Analyse critically.
2. You trust your boss, take pride in your work, and appreciate your co-workers. Describe the relevance of QWL parameters.

Case – 57

Effective Management Requires Proper Communication.

ABC Ltd. manufactures engine spare parts. Customers value them because they have monopolies in some areas. TATA, Force Motors, M&M, and Cummins are among Auto Spare's customers.

ABC Ltd. has 3 production units in Southern India, all managed from Chennai. As most clients are in the north and west, marketing managers are placed there to meet them. Only the VP and GM of Marketing work at headquarters. They operate as a link between the corporation and the marketing staff, communicating the targets to them and submitting their reports to higher authorities.

Mr. Mohan, Mr. Methani, and Mr. Raj comprise the western marketing team. These workers obtain monthly requirements from clients, mail them to the appropriate departments, monitor supply to ensure goods reach consumers on time, and assist customers with car spare part quality issues. And providing the weekly report to the VP & GM of Marketing consists of detailed reports on the aforementioned matters.

In recent times, the western sector of ABC Ltd. has encountered a new issue. Even though there is a slowdown in the automobile sector due to its monopoly status, ABC Ltd. does not experience any difficulties because it receives a regular supply schedule from its customers. However, the marketing department finds it extremely challenging to obtain the material from the plant and distribute it to clients in need. The majority of the time, production must be halted because ABC Ltd. does not have the necessary materials.

The marketing team must address quality concerns at least three times per week. They have submitted several reports highlighting these concerns, but there has been no progress on the production side. The marketing executives' relationships with the customers were deteriorating. Slowly, ABC Ltd.'s customers began to develop alternative suppliers for its manufactured parts. However, it is difficult for them to produce such sources because the required raw material is unique. In this instance, the CEO of ABC Ltd. visited the western region's clients. Almost all consumers emphasised the importance of quality. In addition, the majority of customers reported that ABC Ltd. fails to deliver things on time the majority of the time.

As soon as he returned to headquarters, he emailed all marketing executives in the western area with the following message:

- "Executives failed to maintain rapport with customers."
- Due to the marketing department's lack of responsiveness, sales in the western region fall short of expectations.
- Failed to determine whether or not the schedule is met.
- All personnel in the marketing department of the Western region, including the territory manager, as well as the general manager and vice president, must provide a full description of the problem."

In addition, he required a comprehensive report from the vice president of production regarding the manufacturing and shipment of items, as well as the schedules received by the production department from the marketing department.

In addition, he instructed the HR Head to study the matter and submit a report, as well as to offer a reporting methodology that will prevent a similar problem in the future.

1. Who is at fault in this instance, the CEO or VP-GM of Marketing or the Production Department, or the western region's marketing personnel? Justify your response. (Create required assumptions if necessary)

2. As the head of human resources, how will you conduct the investigation? What type of reporting structure will you recommend to the CEO?

Case – 58

Pay Structure and HR Team

Two Tier Pay Structure, the Indian affiliate of a global refinery, changed its name to Government of India Company in 1977. When the government-owned company's salary structure was revised in 1978, the union and management reached an agreement on a two-tier system despite the company's aggressive expansion plans, which called for doubling the workforce in less than four years. Even though the positions require identical levels of ability, responsibility, and effort, those who are previously employed will be eligible for a higher grade and those who are hired recently will receive a lower grade. Both the union and the management provided justification, pointing out that this is a novel method that is frequently used by foreign, deregulated businesses, particularly the airlines in South America.

1. Is the deal fair? Suggest ways to incorporate some alternatives to this.
2. Does it violate the idea of equal pay for equal work? Why or why not? Critically discuss.

Case – 59

Recruitment and Staffing Needs

The huge textile manufacturing company UMANG Textiles Private Limited, which has its headquarters in Bhagalpur, had recently expanded its activities into the northern and western regions of the country. The corporation went on a big hiring spree over the year 2020 and filled 1,390 middle level roles with new employees as a result. In 2021, when the company would have finished its first year of operations in the north and west, the chief executive officer of the business desired to review the results of the recruiting drive and evaluate whether or not it had been successful. Ms. Ananya, the senior Human Resource (HR) manager of the company, was tasked with the responsibility of delivering a presentation on the effectiveness of the recruitment drive at the annual meeting of the board of directors. This was due to the significant amount of time and money that the company spent on the recruitment drive.

1. In order to determine the total efficacy of a recruiter, future managers should research and analyse both internal and external elements. Justify with examples.
2. Which source of hiring is now the most successful, in your opinion? Critically evaluate some suggestions you may have for the long term.

Case – 60

Customer Experience at Mart city

Mart city is indeed a global icon continually competing and seeking to innovate. Mart city, like other large companies, seeks to improve customer experiences. Personal shopping assistance, for instance, is a service that is expanding more rapidly than any other aspect of the business. The company automates transactional duties to allow employees more customer contact. Online Mart city's grocery business led to fewer cashiers and more self-checkout stations. The company's finest employees became personal shoppers. This company has more than 30,000 personal shoppers.

Experience matters. Although customers spend less time in the store, they still appreciate their contacts with Mart city employees (especially personal shoppers). Virtual reality is used to train and prepare workers for diverse scenarios. If a customer's item is out of stock, how should you respond? How should you handle troubled customers? This group of training examples exemplifies their work. Not typical. It's highly changeable and requires diverse training to prepare personnel for different needs.

This transition in stride makes staff happier, and Mart city stats show that customers are happier, too. Because contacts with customers are more focused and important than ever, Mart city does not consider personal shopping to be a secondary activity. Schmitt: "We assign our finest workers to these positions, and they are eager to offer our customers more relationship- based services." We are switching from routine work to meaningful work.

1. What should you do if you are delivering groceries to a car with a crying kid and a harried young mother at the wheel? What then do you do? How can one train for that?

Case – 61

Recruitment Process at Cipro

Cipro, much like every other successful organisation, places a significant amount of emphasis on its Human Resource Management. The corporation is the sixth largest employer in India. However, the company does not even make it into the top 20 of the country's greatest places to work, in contrast to its competitors who are consistently ranked among the top ten (Web 02). As a result, it is possible to get the conclusion that the HR functions in the organisation require an intensive examination.

When broken down into its most basic components, recruiting can be defined as the search for and attraction of qualified candidates for open positions in an organisation. Companies put a significant number of resources into the recruitment process in order to prevent making unsuitable selections. The process of hiring new employees at Cipro is also organised in a methodical manner and consists of four rounds- Written exams, technical interviews, HR Interview & finally placement round.

Cipro hires about forty percent of its workforce through on-campus recruitments, which accounts for almost all of the company's new hires. The National Security Register (NSR) is another pool from which recruits might be drawn (National Skill Registry). Therefore, it should not come as a surprise that Cipro places a high priority on the hiring of new employees. However, despite this, the HR operations have a number of issues, which are the primary cause of the company's inability to break into the top 10 list of organisations in India. Therefore, it is the human resources department's obligation to change the processes so that better employees may be hired and retained.

1. Examine the steps involved in finding new employees at Cipro. Identify and make suggestions on other elements that could be implemented in order to get them into the top ten best employers in the country.
2. What other avenues of employment could Cipro's human resources department pursue in order to fill open positions, according to your recommendation?

Case – 62

Remote Working at Softech

According to media sources, Softech would permit workers to work from home forever if they so desire. According to the reports, employees will require consent from their managers in order to work remotely permanently, but they can spend less than 50 percent of their workweek away from the office without permission. Softech also stated on March 29 that it will gradually reopen its headquarters and adjacent campuses using a six-stage hybrid workplace concept. The corporation has a global workforce of about 160,000. Even after the end of the coronavirus lockdowns, Otter stated in May 2020 that many of its employees would be allowed to work from home permanently. As a result of the health problem, the company was among the first to use telework in March, and it will continue this policy indefinitely as part of a shift toward a "distributed workforce." When conditions allow, Otter will reopen its offices "carefully, deliberately, office by office, and gradually." Since March 2020, Mybook offices have been closed worldwide, and in May, the business announced a permanent work-from-home option. The chief executive officer of Mybook, outlined a comprehensive remote-working strategy to enable 50 percent of the company's employees to work remotely by 2030. In five to ten years, according to him, almost half of My Book staff will work from home.

1. From the perspective of compensation management, what obstacles will this case present? Analyse for the long term.
2. Do you believe the firm should maintain its current benefits plan despite modifications to its work policies? Critically discuss.

Case – 63

Women at Work

Paul holds the position of vice president in a large company. He is responsible for supervising fifteen managers as part of his responsibilities, and fourteen of these managers are men. There is just one black man among the managers, and one of the managers is a white woman.

Paul is going to take the place of one of the white men in management. As per the requirements of the recruitment procedures at his organisation, he has advertised the vacancy both internally and outside. After going through all of the applications, he has come to the conclusion that Shaun, who has worked for the company for the past 12 years, is the applicant who possesses the greatest qualifications. In spite of this, there are currently three qualifying women and two qualified black men among the pool of applicants. What is the right thing for Paul to do?

1. Is it justifiable to hire Shaun, even though doing so will still result in a significant lack of gender and racial diversity among the managers? Discuss.
2. Should Paul quit and let the other managers decide who should be employed instead of trying to get his way? Suggest some alternative solutions you may have.

Case – 64

Recruitment

Diya, the HR Manager of Alpha Solutions Limited, and her team were analysing the most recent hiring effort for the business. 120 new employees were hired by the organisation from both internal and external sources. The employment costs had to be calculated and communicated to management by Diya and her coworkers. After noticing a high rate of employee turnover in recent months, Chennai, India-based Alpha Solutions, a huge private banking and finance company, planned to acquire suitable personnel. The company also planned to expand its operations in the east of the nation, which would need the hiring of 20 internal employees for entry level jobs in addition to an additional 90 new workers. In addition to advertisements and engagement at job fairs, the company's HR Manager and her team analysed several online job posting websites like Naukri, Times, Career, and internet advertising.

1. Create a need assessment programme that demonstrates clearly the hiring of 120 people
2. As a CHRO, what assessment tests would you recommend given the significant employee turnover rate in the past? Why would you do that? Analyse.
3. Suggest some long-term alternate solutions to this issue.

Case – 65

Salary and Pay Design

You are heading the management team of an established, long-running corporation in a strategic planning session as the HR manager. Managers are compelled to consider the future, anticipate changes in the market, and commit to strategies to use corporate resources to strengthen their competitive edge during the planning session.

The business decides that attracting and keeping the top personnel is a key component of its overall business plan. You recommend that the business offer a hiring bonus, adopt a compensation scale that is roughly 10% over the industry norm, and give employees an extra week of vacation after just one year, as opposed to the typical three.

1. Do you agree with the HR tactics recommended in the situation about salary management? What other alternative solutions can you propose?
2. Do you believe that an organization's pay scale should be around 10% higher than the industry average? Why or why not?

Case – 66

Consumer Marketing Strategy

The market for soft drinks is fragmented due to the existence of numerous regional and international vendors who can be easily listed. Two such companies that have a dominant position in the market are Bloody Mary and Plum Mary.

Bloody Mary produces and delivers a wide variety of non-alcoholic beverages for all key customer segments and offers a variety of drinks. In contrast, Plum Mary, which began operations in 1893, now employs 285,000 people and generates annual sales of about US\$60 billion.

On the other hand, there is a fierce rivalry between Bloody Mary and Plum Mary. They make reasonably close replacements. Their goods have the same taste and are marketed to similar groups of consumers. As a means of product differentiation, they compete with one another on the basis of pricing and branding.

In order to sway consumers and change their preferences, businesses are known to spend a lot of money on advertising through the use of celebrities, billboards, and promotional advertising techniques. However, customers are very loyal to both products. To put it simply, it means that despite a nominal price increase, consumers continue to favour the same brands they have been buying for a long time.

1. Explain which market structure is being discussed in light of the information above. Give reasons for your response.
2. Describe how this market structure differs from other market structures in terms of how prices are determined.

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