



MANAGEMENT EFFIGY

Realizing Quality Education under SDG 4: Prospects and Pitfalls from an Indian Perspective Aradhana Bhopte	01
CASE STUDY	
Employee Retention and Growth at SIA Digamber Negi, Ram Bhavesh Sharan, Rinki Mishra, Shriti Kewat	10
Remote Work Revolution: The 180 Degrees IT Experience Pradeep Bhatt, Chandni Keswani, Aradhana Bhopte	15
Decisions Decide Destiny Vikas Kumar Jain, Jyoti Jaiswal	20
HR Issues at Pinnacle IT Solutions Megha A Jain, Radhika Singh, Pankhuri Soni, Dipti Talreja	26
Free Lancer Dilemma: Pick or Trick Chandani Keshwani, Rahul Barode, Sunaina Lashkari, Mridula Pathak	30
HR in the CLOUD Deepika Kapoor, Soniya Shah, Barkha Shrivastava, Arti Sewalkar	34
BOOK REVIEW	
Iigaik Garima Dubey	40
Business Environment Sneha Garg	41

**SHRI VAISHNAV INSTITUTE
OF MANAGEMENT, INDORE**

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, (M.P.)
UGC-NAAC Accredited 'A' Grade Institute



VISION

To be the center of excellence in multidisciplinary education by instilling lifelong learning and skill development, by transforming individuals to be globally competent, and to be ethically and socially responsible professionals.

MISSION

1. To impart quality education with endeavours and initiatives that will lead to the advancement of knowledge and a sustainable career.
2. To strive and remain committed towards the holistic development of students, and to make them employable in order to serve the corporate and the society as a whole with utmost dedication and professionalism.
3. To maintain excellent standards of pedagogy by inculcating adaptability and flexibility in students with firm emphasis on experiential and process oriented learning to develop global competency.
4. To develop students with entrepreneurial orientation while nurturing strong moral and ethical values.



MANAGEMENT BOARD

- Managing Committee :**
- Shri Purushottamdas Pasari** - Chairman, Shri Vaishnav Group of Trusts, & Chancellor, SVVV, Indore, M.P.
 - Shri Devendrakumar Muchhal** - Chairman, SVIM, Indore, M.P.
 - Shri Girdhargopal Nagar** - Vice-Chairman, SVIM, Indore, M.P.
 - Shri Vishnu Pasari** - Secretary, SVIM, Indore, M.P.
 - Shri Sharad Tulsyan** - Joint-Secretary, SVIM, Indore, M.P.
 - Shri Manish Baheti** - Treasurer, SVIM, Indore, M.P.
- Editorial Advisory Board :**
- Dr. Upinder Dhar** - Vice Chancellor - Chairman
Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P.
 - Dr. Santosh Dhar** - Dean - Member
Faculty of Doctoral Studies & Research, SVVV, Indore, M.P.
 - Dr. P.K. Singh** - Director - Member
Indian Institute of Management, Tiruchirappalli, Kerala
 - Dr. Rajnish Jain** - Professor & Dean, Management Institute of Management Studies, DAVV, Indore, M.P. - Member
- Peer Review Committee :**
- Dr. Prashant Mishra**
Dean, SBM, SVKM's Narsee Munjee Institute of Management Studies, Mumbai, Maharashtra
 - Dr. Sangeeta Jain**
Director, Institute of Management Studies, DAVV, Indore, M.P.
 - Dr. D. T. Manwani**
CMD, Quantile Analytics Pvt. Ltd., Indore, M.P.
 - Dr. Navindra Kumar Totla**
Professor, Institute of Management Studies, DAVV, Indore, M.P.
 - Dr. Jyoti Sharma**
Professor, International Institute of Professional Studies, DAVV, Indore, M.P.
 - Dr. Satendra Pratap Singh**
Professor, Alliance School of Business, Alliance University, Bangalore, Karnataka
 - Dr. Smriti Johari**
Professor, Institute of Management Technology, Nagpur
 - Dr. Sourabhi Charturvedi**
Dean & Professor, Faculty of Management Studies, Ganpat University, Gujarat
 - Dr. Rishi Dubey**
Director & Professor, Mahakal Institute of Management, Ujjain



EDITORIAL BOARD

- **Dr. George Thomas** Chairman
Director, SVIM, Indore, M.P.
- **Dr. Rajeev Kumar Shukla** Member
Professor , Indira Gandhi National Open University , New Delhi
- **Dr. Kshama Paithankar** Member
Professor & Head, Department of Computer Science, SVIM, Indore, M.P.
- **Dr. Abhijeet Chatterjee** Member
Professor & Head, Department of Management, SVIM, Indore, M.P.
- **Dr. Deepa Joshi** Member
Professor, Department of Management, SVIM, Indore, M.P.
- **Dr. Rekha Melwani** Member
Associate Professor, Department of Management, SVIM, Indore, M.P.
- **Dr. Sapna Parihar** Member
Associate Professor, Department of Management, SVIM, Indore, M.P.
- **Dr. Megha Y. Jain** Member
Associate Professor, Department of Management, SVIM, Indore, M.P.
- Editorial Assistance : **Ms. Sudha Upadhyay**
- Technical Support : **Dr. Shailesh Maheshwari**

Submit your manuscripts to:

The Editor
Management Effigy,
Shri Vaishnav Institute of Management,
Sch. No. 71, Gumasta Nagar,
Indore (M.P.) India-452009
Email: chiefeditormanagementeffigy@gmail.com
Mob: +91-94259-00016, +91-98939-16929
Visit us: www.svimi.org, <http://managementeffigy.in/>



From the Editor's Desk

Dear Readers,

Greetings!

I am delighted to release the Management Effigy, Volume XV Issue II, a peer reviewed ISSN journal, Indexed with J Gate, that tie together the expanding discipline of management by encouraging original research articles that report significant finding in the field of management.

Research contributions in all facets of management and its related disciplines are published by Management Effigy. It releases two issues a year and uses blind peer review. The journal welcomes publications on cross-functional management domains with cross-functional managerial or societal difficulties and ramifications, while submissions from all management domains and their linked disciplines are welcomed. The journal seeks out novel and perceptive research articles that establish divergent research traditions in order to provide new knowledge on the problems that management practitioners, policymakers, academics, and others are currently facing. This issue presents a bouquet of one research paper, six case studies and two book reviews.

The paper **“Realizing Quality Education under SDG 4: Prospects and Pitfalls from an Indian Perspective”** highlights the current status of quality education in India in the context of the SDG 4 Goals. The paper uses government data, research articles, institutional reports, and discussion papers as secondary data for the study. This paper identifies the gaps and pitfalls still prevailing in the education sector. Gender inequality, scarce resources, budget constraints, and lack of infrastructure are some of the issues. The implication and conclusions can help various stakeholders to better understand the current status and achievement of SDG4 goals and will also guide education providers, policymakers, and government to better facilitate the life-long goals with global community involvement for building the future.

The Case **“Employee Retention and Growth at SIA”** is about a stock investment advisory company SIA Global Research Ltd. The case delves into what steps and strategies to take when facing with employee turnover problem. The case depicts how the business model was transformed from advising the investors on sale and purchase of stocks for targeting the customers with their training courses on stock market investments. The new business model prompted them to search for new customers, segment the market and provide customized products. The case study also deals with various market expansion and growth strategies.

The Case **“Remote Work Revolution: The 180 Degrees IT Experience”** 180 Degrees IT case study demonstrates how remote work has revolutionized the company's operations and worker dynamics. The company was obliged to make the overnight transition to remote working, which presented unusual hurdles for an established IT services provider with a strong team culture and clientele. Despite early hopes, working remotely resulted in poor communication, problems with employee retention, and financial hardships.

The Case **“Decisions Decide Destiny”** AB Tech Pvt. Ltd is an Indore based IT solution company established in 2013 as a product based, which started dealing in cloud seeding. It was a futuristic product but the product was badly failed due to insufficient market research. Later the company restructured its objectives and converted itself into a service based company. With proper and timely decision making the company bounced back and could leave its presence in overseas market too.

The Case **“HR Issues at Pinnacle IT Solutions”** is about Pinnacle IT solutions Pvt Ltd, which provides IT



solutions, while developing Mobile/ Web based applications, the company followed the practice of staff augmentation during off seasons, in order to earn revenue and provide employees with new opportunities but this practice had created certain issues for them, namely employees working in the organization for their client, permanently joined the client's firm, which leads loss of talent intrinsically, as a result the firm goes for recruitment process, where suitable candidates are hard to find due to lack of communication skills and technical know-how amongst the prospects.

The Case "**Free Lancer Dilemma: Pick or Trick**" is about Hexabiz Experience Pvt. Ltd. was a small sized event management company which was also one of the leading event management companies in central India. As event like wedding and corporate events had a seasonal business for this type of companies instead of hiring more full time workers company had to rely on freelancers. Freelancers were frequently highly driven but at the same time they were troublesome with their careless behavior and mood swings. The case discusses mainly of freelancers working habits, behavior and mainly on their lack of professionalism.

The case "**HR in the CLOUD**" is based on the challenges faced by the HR department in a leading IT company during the pandemic 2019. CLOUD revolutionizes laboratory management by providing a modern, scalable, and secure platform for streamlining workflows, managing data, and ensuring compliance with regulatory standards. By leveraging cloud technology, laboratories can enhance efficiency, collaboration, and data integrity, ultimately driving scientific advancements and improving patient outcomes. During pandemic the industry faced the problem of attracting and retaining skilled professionals that was crucial for sustaining competitive advantage. CLOUD implemented the HR practices to increase employee retention and reduced turnover that lead to greater stability and continuity within teams.

The Book Review "**Igikai**" The Japanese secret to a long and happy life delves into the Japanese notion of Ikigai, which refers to the search of joy and significance in life. The book describes intersection of four crucial elements: what one enjoy, what one excel at, what the world requires, and what one can be compensated for. The author use captivating anecdotes, insightful interviews, and practical exercises to help readers find and incorporate their personal Ikigai into their daily lives.

The Book Review "**Business Environment**" aimed to explain the important aspects of the Business Environment interface. It also emphasized on the socio- economic and political-legal environment of business in India. The book divided into 8 major parts and 43 chapters, along with cases. It comprises overview of business environment, explaining the nature, objectives and different types of environment. It also describes various techniques of environmental forecasting and economic roles of government in India.

I sincerely appreciate the authors and members of the Editorial Board and Advisory Board for their unwavering cooperation and guidance. I really hope that this issue will enhance the knowledge and education of academics, researchers, students, and management practitioners.

With Warm Regards,

Dr. George Thomas

Director, SVIM



REALISING QUALITY EDUCATION UNDER SDG 4 : PROSPECTS AND PITFALLS FROM AN INDIAN PERSPECTIVE

Dr. Aradhana Bhopte

Assistant Professor, Shri Vaishnav Institute of Management, Indore

Abstract:

In improving the literacy rate of children, particularly in Higher Education India has shown notable progress. To escalate the admission rate, retention, and attendance of students to make education worldwide steady labours are being made. The nation continues to lag in several areas related to education, including gender inequality and educational quality. This research will highlight the current status of quality education in India in the framework of the SDG 4 Goals. The paper uses government data, research articles, institutional reports, and discussion papers as secondary data for the study. This paper finds the gaps and pitfalls still prevailing in the education sector. Gender inequality, deficient resources, budget constraints, and lack of infrastructure are some of the issues. The implication and conclusions can help various stakeholders to better understand the current status and achievement of SDG4 goals and will also guide education providers, policymakers, and government to better facilitate the life-long goals with global community involvement for building the future.

Keywords: New Education Policy, Sustainable Development Goals.

Introduction

New Education Policy

Education is indispensable for attaining social potential, evolving as an unbiased and fair civilization, and promoting nationwide growth. Quality education constitutes economic development, social integrity, and equality. Our capacity to provide maximum educational benefits and options to the youth population will judge the future of our nation. As the worldwide ecosystem and employment are changing rapidly it is necessary for all students not only to learn but learn how to learn. India should aim to possess an education system that ensures fair and equal access to the utmost quality education for every learning group irrespective of their social and economic background. To attain integrity and quality in the educational system from basic education to higher education, there needs to be a connection between current academic achievement and expectations.

NEP is the foremost education policy of the modernized civilization, whose objective is to deal with all the budding development and enlargement essentials for the nation. NEP recommends modification of all the essential chapters of the education industry which also include directives and governance. The aim is to establish a revised structure and system which is linked to attaining today's world education goals considering the importance of India's belief and value system. The purpose of this study is to review the current state of the Indian educational system and to pinpoint the gaps and concerns that still exist there.

SDG 4 Goals and Education

'Education for all' a popular motto is considered to be part of all world-class institutions since 1990. Education is observed as crucial while evaluating various Sustainable Developments Goals (SDGs). It is essential for the people, peace, and prosperity of the nation. Young people and children who are likely to develop educational skills such as reading, writing, or counting are exposed to a bright outlook than their fellows who don't possess such attributes. The key mainstream goal of Sustainable Development Goals (SDG4) is to provide quality education which will embark on quality of life and the community's future.

The objective of Sustainable Development Goal 4 is to give elementary and higher education holders rapid access to high-quality education in addition to nine other educational options. There has been massive growth in realizing the Universal Primary Education target. The heart of the 2030 agenda of Sustainable Development in Education. There are 17 SDGs taken on by UN members in 2015 comprised of socio-economic, environmental, and technological development functional globally.



Table 8.3: Gross Enrolment Ratio (per cent)

States/UTs	2021-22									2020-21		
	Elementary Schools (I-VIII)			Secondary Schools (IX-X)			Sr. Secondary Schools (XI-XII)			Higher Education (18-23 years age group)		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Andhra Pradesh	101.1	99.1	100.1	86.3	84.5	85.4	55.2	58.3	56.7	38.3	36.0	37.2
Arunachal Pradesh	108.3	111.5	109.9	65.0	68.1	66.5	51.4	56.1	53.7	34.7	32.8	33.7
Assam	106.2	113.8	109.8	67.9	81.3	74.5	38.0	42.2	40.1	16.8	18.4	17.5
Bihar	95.1	97.4	96.2	63.1	66.8	64.9	35.6	36.2	35.9	16.6	15.1	15.9
Chhattisgarh	95.7	96.0	95.9	75.3	81.4	78.3	62.9	73.6	68.1	18.0	21.3	19.6
Gujarat	90.7	94.3	92.4	77.2	72.8	75.2	48.6	47.8	48.2	23.6	20.6	22.2
Haryana	103.0	103.4	103.2	96.0	93.2	94.7	75.1	76.0	75.5	28.9	33.7	31.1
Himachal Pradesh	105.3	107.1	106.0	93.5	94.8	94.1	93.0	95.3	94.1	33.5	44.7	38.7
Jammu & Kashmir	88.5	92.0	90.1	59.9	61.3	60.5	53.4	52.9	53.2	23.0	27.2	25.0
Jharkhand	96.4	97.7	97.0	66.4	70.5	68.4	44.9	48.0	46.4	16.5	17.5	17.0
Karnataka	107.2	107.0	107.1	94.6	94.9	94.7	54.6	58.8	56.6	34.8	37.2	36.0
Kerala	101.3	100.7	101.0	98.3	97.4	97.9	81.8	88.4	85.0	34.5	52.3	43.2
Ladakh	70.3	78.8	74.3	54.6	63.2	58.8	44.4	54.8	49.4	5.4	11.9	8.4
Madhya Pradesh	88.9	88.4	88.7	71.4	68.4	70.0	51.9	50.7	51.3	27.3	26.8	27.1
Maharashtra	103.2	105.5	104.3	94.7	92.5	93.7	72.0	70.9	71.5	36.2	33.5	34.9
Manipur	115.4	119.9	117.6	74.7	77.4	76.0	70.0	69.7	69.9	36.9	38.6	37.8
Meghalaya	150.4	161.2	155.7	76.1	94.4	85.1	39.4	52.7	46.0	22.6	29.0	25.8
Mizoram	136.9	138.2	137.5	89.1	97.9	93.4	57.1	65.7	61.3	26.2	27.5	26.8
Nagaland	84.4	90.5	87.3	57.8	67.1	62.2	33.0	38.8	35.8	15.4	19.3	17.3
Odisha	95.5	95.3	95.4	80.1	80.6	80.3	41.8	45.4	43.6	21.3	20.1	20.7
Punjab	109.4	109.8	109.6	94.8	95.4	95.1	81.2	83.1	82.1	23.9	29.1	26.3
Rajasthan	101.7	101.9	101.8	82.4	75.8	79.2	74.0	66.3	70.4	26.1	26.0	26.1
Sikkim	94.5	91.2	92.9	86.3	92.0	89.1	56.6	72.0	64.2	36.3	44.0	39.9
Tamil Nadu	98.4	99.2	98.8	95.7	95.5	95.6	77.3	85.9	81.5	45.4	48.6	46.9
Telangana	110.3	110.1	110.2	93.6	94.5	94.1	63.1	66.7	64.8	37.4	40.9	39.1
Tripura	107.2	111.2	109.1	78.4	84.3	81.3	52.5	60.4	56.3	20.0	18.4	19.2
Uttar Pradesh	96.5	99.9	98.1	72.0	66.2	69.3	52.8	48.3	50.7	22.3	24.3	23.2
Uttarakhand	111.3	115.4	113.2	89.1	90.8	89.6	77.2	80.6	78.8	42.8	48.9	45.7
West Bengal	107.8	109.1	108.5	83.4	93.2	88.2	53.7	70.6	62.0	20.3	22.3	21.3
A & N Islands	68.1	70.5	69.2	65.1	72.7	68.6	62.0	70.2	65.8	21.6	27.1	24.3
Chandigarh	84.1	94.1	88.5	85.8	95.8	90.1	76.1	89.4	81.7	57.8	77.0	66.1



Table 8.3: Gross Enrolment Ratio (per cent)

States/UTs	2021-22									2020-21		
	Elementary Schools (I-VIII)			Secondary Schools (IX-X)			Sr. Secondary Schools (XI-XII)			Higher Education (18-23 years age group)		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
D & N Haveli Daman & Diu	87.8	92.0	89.8	71.9	79.0	75.0	44.7	70.8	54.9	7.9	15.6	10.4
Delhi	118.3	124.5	121.3	110.5	112.2	111.2	91.2	99.5	94.9	46.7	48.5	47.6
Goa	89.4	93.0	91.1	80.6	85.7	83.0	71.2	76.3	73.7	30.8	37.3	33.8
Lakshadweep	75.4	71.1	73.2	64.7	61.9	63.3	64.9	60.0	62.4	3.3	11.4	7.2
Puducherry	76.4	77.7	77.0	73.4	79.1	76.1	64.6	73.1	68.7	60.3	61.1	60.8
All India	99.3	101.1	100.1	79.7	79.4	79.6	57.0	58.2	57.6	26.7	27.9	27.3

Source: Unified District Information System for Education (UDISE) + 2021-22, Department of School Education & Literacy and All India Survey on Higher Education (AISHE) 2020=21

SDG 4 Targets

4.1: Totally Free Elementary and High School Education

All individuals, including girls and boys, should benefit from free, unbiased, and quality education to attain the effective educational outcome by 2030

4.2: Equal Access to High-Quality Early Education

All categories of the individual should possess quality adolescent development, care and preschool education to attain the objective primary education by 2030

4.3: Access to technical, professional, and higher education for all on an equal basis

All males and females without disparity should have access to reasonable technical, professional, and higher education by 2030.

4.4: Increase the number of individuals with pertinent skills for financial success

The total no. of youth and adults who secure any appropriate educational skills for employment and entrepreneurship purpose should be increased by 2030.

4.5: Eradicate gender discrimination in Education

Gender imbalance should be eliminated to ensure equitable access at every stage of education and



professional training for the helpless, especially to disabled, indigenous people, and children in exposed situations by 2030.

4.6: Encompassing Literacy and Numeracy

All adults and youth should achieve literacy and proficiency objective standards by 2030.

4.7: Global citizenship and Sustainable Development Education

All individual learners are required to possess certain education and attributes to promote sustainability for each cause such as a sustainable standard of living, privileges, and rights, gender equality, maintaining peace, and culture's involvement and enrichment for sustainable development by 2030.

4.8: Establishing and modernizing secure, inclusive schools

To upgrade infrastructure requirements such as the building of institutions, water facilities, etc alongside additional resources for students with disabilities. Moreover, by 2030, give everyone access to a quality learning environment.

4.9: Extend scholarships for higher education to underdeveloped nations

To expand, the number of scholarships, and no. of enrolment in higher education at the worldwide level by 2020.

4.10: Rise the supply of skilled teachers in developing countries

To increase the no. of qualified teachers and to promote educator training for emerging countries and underdeveloped countries by 2030.

Literature Review

Prospects of SDG4 goals

Panmei, Mary & Kumar, Abhay. (2018). India has come a long way to achieving SDG4, good policies, proper supervision, and more investment are required to fulfill the goals under the SDG. Javed Siddiqui (2023) Budget Allocations for Eklavya schools, Sarv Shiksha Abhiyan (SSA) & other initiatives, build digital and physical libraries will help to achieve the said target of quality education by 2030. Sarva Siksha Abhiyan (SSA) is playing important role in building India's elementary education system to attain quality education (Pahwa & Indira, 2021). Panmei, Mary & Kumar, Abhay. (2018). The vision of achieving sustainability goals by 2030 will enhance a prosperous future, no. of jobs, equality among males and females education, and standard of living. Saitua-Iribar, A.; Corral-Lage, J.; Peña-Miguel, N. (2020) explored that, collaborative learning via Sustainable goals (SG) which is based on design thinking provides students with a high level of knowledge and also has a great impact on perception (development of creativity, systematic thinking, and critical attitude. Zhao W, Yin C, Hua T, Meadows ME, Li Y, Liu Y, Cherubini F, Pereira P, Fu B. (2022). Challenges faced due to arise of the outbreak of COVID-19 which has given pause to SDG progress, the vision of 2030 should be redefined and can be oriented to 2045, Kurtcu, Ela (2019) The need for a global discussion about education resulted in a decision on behalf of the OECD project on Future of Education and Skills 2030 project aims to develop a common language for teaching and learning, development of curriculum as per emerging demand and also include competencies such as respect, co-operation, creative thinking, and media literacy. Jang & Shin (2020) intended to offer recommendations for selecting and altering the course of university education in order to advance the cause of sustainable development. The author found and implemented ways to contribute to SDGs across all academic



and service functions, and further attempted to develop new skills and resources to promote behavior. Kaurav et. al (2020) wanted to categorize NEP 2020's problems and priorities. The policy's three distinct components—courses, languages, and students—for the higher education sector were recognized by the author. He describes the sentimental study of NEP 2020, which exposed that maximum people view the plan as a commendable and desirable development. Ashari et. al (2021) raised a case for how improving the course curriculum and instructional methodology will benefit students. Adipat and Chotikaoanich (2022) the context of teacher training and Thailand's higher education system, the author explore the relationship between SDG 4 goals and education, studies from various nations, their implications for education, and future expectations. Chanseliani & Mc Cowan (2021) argued that while government documents may use the SDGs as benchmarks, higher education policy, and practice are not always explicitly influenced by global goals. Instead, higher education has long carried out its three core functions of engagement, research, and education. Fialho I, Borralho A. Institutions can take the significance of sustainable development as a novel prospect for every individual being part of an institution to accomplish the goals of the 2030 Agenda for Sustainable Development UN Experts Geneva (20 March 2023) Afghanistan stops girls and young women for their right to education which will have a high impact on entire gender community and of course will show the bottom level of education in the country. Chaleta E, Saraiva M, Leal F, Nakidien, T., Singh, M., & Sayed, Y. (2021).

Pitfalls and Measures of Safety to Accomplish SDG4 Goals

Various stakeholders should come along with the government and factors such as Positive learning outcomes, experienced teachers, well-designed curriculum, good infrastructure, and facilities will influence the demand for quality education. (Pandey, 2018) Blog by Education for All in India on quality education of school, statistics and challenges faced by India, literacy rate account for 77%, enrolment rate 96%, teacher-student ratio is 1:30 and they lack in infrastructural development and outdated curriculum, poor teacher training, shortage of quality teacher and tradition assessment pattern are some of the challenges faced. Dabroo et.al (2020) studied the status of education in India, specifically from the SDG 4 goals perspective, and also discussed forthcoming trends in education like the draft New Education Policy which is been predicted as a significant step in the SDG 4 goals. Scarce resources, budget restraints, lack of elementary infrastructure, and low teacher requirements were some gaps and challenges that the author identified. Ashraf, M. A., & Ahmed, H. (2022). quality teaching staff, quality students, and quality administrative staff are variables that have positive and high influences on quality education

Brandt et al. (2019). Teachers are directly linked to the development of students by interacting with them in classrooms. Chabbott, C., Sinclair, M. (2020). During COVID'19 to meet the commitment to SDG4, colleges, and universities made investments in textbooks, provide teacher training, and reorientation of teachers and principals. Griffiths, T. G. (2021). The potential of critical education is vested in the hand of critical teachers, to advance students to make decisions through consciousness and also take collective action to overcome them. Marope, P.T.M. (2016) learning with social aspiration, development goals, curriculum development, and other concerns are the key for improved quality and equity in education. Leal Filho et al. (2019) HEIs have adopted sustainability in curriculum, management and operational for long. Sayed, Y., & Moriarty, K. (2020). Equity and Education quality are initiatives that can bring change to the global agenda of education. Kolmar, O., & Sakharov, A. (2019). there is a need for improvement, effectiveness & implementation of the SDG are dependent on certain circumstances. Leal Fihio et.al (2019) Cooperative partnership is required within or outside HEIs to attain SDG 4. Zhao W, Yin C, Hua T, Meadows ME, Li Y, Liu Y, Cherubini F, Pereira P, Fu B. (2022). there is a necessity for harmonized resources and policies, and also have to promote and consolidate economic, technological, cultural, and political collaboration for achieving SDGs. Lawrence, A. W., Ihebuzor, N., & Lawrence, D. O. (2020).



Inadequate funding in education is a challenge which is being faced by Nigeria, adequate funding and an effective fund management system can lead to the successful accomplishment SDG4 target. Parental education, absenteeism among students along with low quality, effectiveness, and equity in education are basic reasons for the poor quality of learning (Rolleston & James, 2015). Boeren wanted more people to be aware of potential methods for achieving the UN Sustainable Development Goal(SDG 4).The author looked at the ten SDG targets from the micro, meso, and macro viewpoints. As a result, several broad concepts for future discussions among scholars, policymakers, and practitioners can be identified. In South Africa, social environments continue to be extremely stratified and unequal, which places restrictions on and disparities in one's ability to obtain a great education. Cottafava et.al (2022)looked at the importance of directing the growth of HEIs toward the SDGs as an actual institutional contribution to sustainable development. The author illustrates cross-departmental collaborations, which assist university administrators in their efforts to organize and categorize complementary research groups to cross-organizational barriers.

Implications and Suggestions

The research findings have consequences for researchers, HEIs, government, and policymakers to comprehend the performance of Sustainable Development Goals Vision 2030, Performance and development of SDG4: Quality Education goals in relations of gross enrolment ratio, literacy rate, teacher-student ratio and infrastructural and curriculum development for attaining quality. Deprived quality education results in poor learning outcomes in India, (unicef.org). Teachers are the creator of knowledge and invest in them to meet student expectations to make quality education successful. Brandt et al. (2019). HEIs have adopted sustainability in curriculum, management, and operations but still have a long way to achieve the Goal. Leal Filho et al. (2019) higher education organizations can only advantage from service quality measurement. Standardization, synchronization, and periodicity of data related to education would help to measure and quantify SDG 4 effectively. (Pandey, 2018) Government intervention for long-term operation and monitoring to enhance literacy and quality education. Khan, P. A., Johl, S. K., Akhtar, S., Asif, M., Salameh, A. A., &Kanesan, T. (2022). Government and development partners to reset their long-term strategies and rethink their effective system for achieving quality education standards OECD (2021), the academic community is drawing efforts towards promoting interdisciplinary research in achieving the SDGs (Brown et al., 2019, Wohlgezogen et al., 2020). This research may also assist to rethink or recreate the ways in achieving the target of sustainable goals for all communities together for life cycle thinking.

Conclusion

Education is essential for humanity and the socio-economic betterment of society. It is next to impossible to target sustainable economic development without widespread access to higher education (Adipat et. al 2022). The lacking of funding or citizen education led to the underdevelopment of human potential. High-quality education enables social mobility when inequalities are moderated. If the funds are dedicated towards the student's education it will create opportunities for unexploited markets and out growth creative thinking. The fourth Sustainable Development Goal (SDG) aims to ensure universal access to high-quality education for all. It is apparent from the above research work that SDG 4 goals encounter a strong challenge before India. Steady efforts are required to achieve the targets by 2030. There is a deep correlation between outlay on education and the support we derive in the form of the health sector, economy, and improving the quality of life of people. The government require to escalate the financial resources in education schemes and programs for achieving the goal. Efforts should be made to make the common public understand. The education system should be transformed to be compatible with technological advancement. The right to Education is important to human value and pride. India has attained extensive progress with 'Education for all'. High-Quality education all-



encompassing and just to all is emphasized in SDG 4. In Union Budget 2018-2019 proposes an all-inclusive method towards education rather than separating one from pre-nursery to class 12 to fit in them under a new program called "Samagra Shiksha Abhiyan" (SSA 2.0) (translated as 'Holistic Education Campaign'). Further, it also incorporated the three schemes of Sarva Shiksha Abhiyan (SSA), Rashtriya Madhyamik Shiksha Abhiyan (RMSA) and Teacher Education (TE) into this program for improved execution. SSA 2.0 is guaranteed to bring out new legal provisions associated to SDG Goal 4 at the national and State levels (Draboo et.al 2020). Disintegrated data should be used by the government in place of National data for improved presentation of the issues at hand and presentation of schemes and projects based on segmented categorization like disabled, women, minorities, migrants, etc. The Act of India is critical for the overall success of SDGs in making a sustainable, equitable, and inclusive world.

References:

Draboo, S (2020). Achieving Quality in Education Under SDG 4 - Financial Challenges and Gaps from an Indian Perspective. The Asian Conference on Education & International Development 2020 Official Conference Proceeding. <https://ris.org.in/sites/default/files/Publication/DP%20232%20Dr%20Beena%20Pandey.pdf>.

Chankseliani, M., McCowan, T. (2021). Higher education and the Sustainable Development Goals. *Higher Education* 81:1–8. <https://doi.org/10.1007/s10734-020-00652-w>.

Boeren, E. (2019). Understanding Sustainable Development Goal (SDG) 4 on "quality education" from micro, meso and macro perspectives. *International Review of Education*, 65, 277-294. <https://doi.org/10.1007/s11159-019-09772-7>.

Ashari, H., Abbas, I., Talib, A., Zamani, Siti. (2021). Entrepreneurship and Sustainable Development Goals: A Multigroup Analysis of the Moderating Effects of Entrepreneurship Education on Entrepreneurial Intention. *Sustainability* 2022, 14, 431. <https://doi.org/10.3390/su14010431>.

Adipat, S., Chotikapanich, R. (2022). Sustainable Development Goal 4: An Education Goal to Achieve Equitable Quality Education. *Academic Journal of Interdisciplinary Studies* 11(6), 174-183. ISSN 2281-3993. <https://doi.org/10.36941/ajis-2022-0159>.

Cottafava, D., Ascione, G., Corazza, L., Dhir, M. (2022). Sustainable development goals research in higher education institutions: An interdisciplinarity assessment through an entropy-based indicator. *Journal of Business Research*, 151, 138-155. <https://doi.org/10.1016/j.jbusres.2022.06.050>.

Kaurav, RPS., Suresh, KG., Narula, S., Baber, R. (2020). New Education Policy: Qualitative (Contents) Analysis and Twitter Mining (Sentiment Analysis). *Journal of Content, Community & Communication*, 12(6), 2395-7514, DOI: 10.31620/JCCC.12.20/02.

Jang, S., Shin, S. (2022). A Study on the Direction of University Education to Achieve Sustainable Development Goals. *Advances in Dynamical Systems and Applications* 17(1), 73-80, <https://www.ripublication.com/adsa.htm>.

Education for All in India (V <https://educationforallinindia.com/school-education-quality-in-india-2023/>)

Javed Siddhiqui (2023). The 2023 Union Budget Raises Hope for Better Quality Education in Rural India, 05 Feb 2023, <https://www.thequint.com/news/education/union-budget-2023-allocation-eklavya-schools-education-rural-india#read-more>



UN Experts (2023). Afghanistan Quality education must be equally accessible to all, Un experts say 20 March, 2023, <https://www.ohchr.org/en/press-releases/2023/03/afghanistan-quality-education-must-be-equally-accessible-all-un-experts-say>

Ashraf, M. A., & Ahmed, H. (2022). Approaches to quality education in tertiary sector: an empirical study using PLS-SEM. *Education Research International*, 2022, 1-12.

Ferguson, T. and Rooft, C.G. (2020). "SDG 4 in higher education: challenges and opportunities", *International Journal of Sustainability in Higher Education*, Vol. 21 No. 5, pp. 959-975. <https://doi.org/10.1108/IJSHE-12-2019-0353>

Chaleta E, Saraiva M, Leal F, Fialho I, Borralho A. (2021). Higher Education and Sustainable Development Goals (SDG)—Potential Contribution of the Undergraduate Courses of the School of Social Sciences of the University of Évora. *Sustainability*, 13(4):1828. <https://doi.org/10.3390/su13041828>.

Saitua-Iribar, A.; Corral-Lage, J.; Peña-Miguel, N. (2020). Improving Knowledge about the Sustainable Development Goals through a Collaborative Learning Methodology and Serious Game. *Sustainability*, 12, 6169.

Lawrence, A. W., Ihebuzor, N., & Lawrence, D. O. (2020). Some challenges militating against developing countries achieving SDG 4 on targets: Nigeria as case study. *Modern Economy*, 11(07), 1307.

Kurtcu, Ela (2019). Global Impact Grid Initiatives and obstacles to reaching SDG4 Social Innovation & Inclusion of Sustainable Development Goals - sociSDGs 16.07.2019.<http://socisdg.com/en/blog/initiatives-and-obstacles-to-reaching-sdg4>

Zhao W, Yin C, Hua T, Meadows ME, Li Y, Liu Y, Cherubini F, Pereira P, Fu B. (2022). Achieving the Sustainable Development Goals in the post-pandemic era. *Humanit Soc Sci Commun*. 2022;9(1):258. doi: 10.1057/s41599-022-01283-5. Epub 2022 Aug 6. PMID: 35967482; PMCID: PMC9362700.

Panmei, Mary & Kumar, Abhay. (2018). Will India Achieve SDG 4 by 2030?. 10.13140/RG.2.2.29315.14885.working paper

Pahwa, N., & Indira, M. (2021). Performance evaluation of Sarva Shiksha Abhiyan (SSA): A comparative study of two states in India. *International Journal of Research in Social Sciences*, 11(05).

Pandey, B. (2018). Achieving SDG 4 in India: moving from quantity to quality education for all. *Research and Information System for Developing Countries*.

RollestonC, JamesZ (2015). Afteraccess:Divergentlearningprofiles inVietnamandIndia. *Prospects* 45(3): 285–303 <https://doi.org/10.1007/s11125-015-9361-2>

Nakidien, T., Singh, M., & Sayed, Y. (2021). Teachers and teacher education: Limitations and possibilities of attaining SDG 4 in South Africa. *Education Sciences*, 11(2), 66.

Sayed, Y., & Moriarty, K. (2020). SDG 4 and the 'education quality turn': Prospects, possibilities, and problems. In *Grading goal four* (pp. 194-213). Brill.

Kolmar, O., & Sakharov, A. (2019). Prospects of Implementation of the UN SDG in Russia. *International Organisations Research Journal*, 14(1), 189-206.

Griffiths, T. G. (2021). Education to transform the world: Limits and possibilities in and against the SDGs and ESD. *International Studies in Sociology of Education*, 30(1–2), 73–92.



Marope, P.T.M. Quality and development-relevant education and learning: Setting the stage for the Education 2030 Agenda. *Prospects* 46, 1–3 (2016).

Brandt, J., Burgener, L., Barth, M. and Redman, A. (2019). "Becoming a competent teacher in education for sustainable development: learning outcomes and processes in teacher education", *International Journal of Sustainability in Higher Education*, Vol. 20 No. 4, pp. 630-653. <https://doi.org/10.1007/s11125-016-9387-0>

Leal Filho, W., Vargas, V., Salvia, A., Brandli, L., Pallant, E., Klavins, M., Ray, S., Moggi, S., Maruna, M., Conticelli, E., Ayanore, M., Radovic, V., Gupta, B., Sen, S., Paco, A., Michalopoulou, E., Saikim, F., IJSHE 21,5 974 Koh, H., Frankenberger, F., Kanchanamukda, W., Antonio da Cunha, D., Akib, N., Clarke, A., Wall, T. and Vaccari, M. (2019b). "The role of higher education institutions in sustainability initiatives at the local level", *Journal of Cleaner Production*, Vol. 233, pp. 1004-1015.

Chabbott, C., Sinclair, M. (2020). SDG 4 and the COVID-19 emergency: Textbooks, tutoring, and teachers. *Prospects* 49, 51–57 (2020). <https://doi.org/10.1007/s11125-020-09485-y>



CASE STUDY-1 EMPLOYEE RETENTION AND GROWTH AT SIA

Digamber Negi, Ram Bhavesh Sharan, Rinki Mishra, Shriti Kewat

Introduction

SIA Global Research Ltd. was a financial market research and consulting company. It was founded in 2006 and registered with SEBI in the same year. It was first Investment advisory firm established in India with an objective of offering unbiased technical analysis and solutions for the trading community by experienced professionals to create a conducive investment environment. The CEO and founder Sohit Hardia, a first generation entrepreneur had worked in technology based financial research space for 15 years. The company was headquartered in Indore, Madhya Pradesh, India and had offices in Bangalore, Delhi and Mumbai in domestic market and operated in Singapore, Malaysia and United Arab Emirates internationally.

The major product of the investment advisory firm were various training programs like basic and advanced courses whose duration ranged from 15 days to 3 months with an objective of supporting and guiding the stock market investors and traders to get better returns on their investments. The content of training modules focused on fundamental analysis, technical analysis, market analysis, psyche of the market and psyche of the traders. The focus area was wealth creation for the customers as they had entrusted their money with the firm.

There was a shift in SIA's business model in 2022. The old model, till 2022, comprised of the firm giving recommendation and advice to the customers on sale and purchase of stocks which now had transformed to providing online classroom training courses and subscription of these courses was the only way to generate revenue for the organization. The company had employed CFA qualified and NISM certified trainers to provide the best course material to their investors/customers.

Since the training courses were online therefore the company was eyeing a pan India customer base. The organization had a marketing team which ran marketing campaigns on different social media platforms and generated leads for the sales team. The sales team in turn converted these leads into customers and these customers were offered courses on subscription basis. Once an investor took any of the courses offered, he was allocated a Relationship Manager who helped and guided the investors in not only making judicious choices while investing in stock markets but also validating customers' own decisions regarding investments.

This case was developed in XI Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore, from February 15-21, 2024 by Digamber Negi, Associate Professor, Ram Bhavesh Sharan, Assistant Professor, Shri Vaishnav Institute of Management, Indore, Rinki Mishra, Assistant professor, Parul University, Vadodara, Shriti Kewat, Research Scholar.



Challenges

1. To understand the customer

Since the customer who is an investor or trader in stock market has a perception that they did not require an expert's advice or education on nuances of stock trading as they themselves were capable enough to take decisions regarding stock market investments. Therefore, it was a difficult task to convince the potential customers regarding the need of such training courses on stock market investments. Moreover, the new investors belonged to Generation Z who were most active on social media platforms. In fact born in the digital age, the Generation Z were more adept in understanding the content available on various online media platforms regarding investment and therefore felt no need for stock market training before investment and this came as a challenge for the firm.

2. Employee Turnover

As the average age of employees in the firm was 28-30 years, therefore these young dynamic professionals didn't stick too long with the firm and as they found greener pastures, they left the organization. Moreover, they had difficulty in gelling with the corporate culture and initially found it relatively hard to adjust to the requirements of the job. Most of the employees were a part of the sales team and had targets to achieve. Since these executives were fresh pass outs from colleges and therefore many a times could not cope up with the requirements of the job and left the organization thereby increasing the employee turnover. This led to instability of the employees which in turn restricted the growth of the organization.

Strategies adopted by the company

To address the above challenges, the company took some measures which saw a considerable drop in employee turnover from 20 percent to 17 percent and also the company acquired new customers thereby boosting the sales revenue.

1. Couple Retention bonus – There were about 5 percent of the total employees who were working as couples in the organization. The company introduced couple retention bonus wherein the couple was awarded bonus to the extent of INR 30,000 for the first year and INR 50,000 for the subsequent year if both the partners stayed and worked together with the organization. This bonus increased proportionately with the increase in the number of years of the couple working together.

2. Fast track growth – The majority of the employees were in the 28-30 years of age bracket, and belonged to the generation Z. The employees of this generation were impatient to wait for the annual appraisal. The company introduced the concept of fast track growth in which the performance was assessed on quarterly basis and if the Key Result Areas (KRAs) and Key Performance Indicators (KPIs) of individual employees were found satisfactory, they were awarded a growth ranging from 2 to 5 percent in that particular quarter. This not only motivated employees to perform better and achieve their targets and goals but it also reduced the employee turnover rate. Since they were now aware that they had now a quarterly growth system in place, the employees were now more prone to work harder and cut on undue holidays which eventually boosted the productivity of the company and manifested in 30 to 40 percent growth in revenue annually. Till 2 years back, the customer acquisition team could barely manage 400 new customers monthly but after the introduction of fast track growth system currently 1100 new customers were acquired every month.



3. Performance based incentives

Apart from the above mentioned fast track growth, there were performance based monetary incentives which an employee could earn on fulfilling the targets. The incentives were between 5 to 10 percent to the extent of INR 1, 00,000 annually. These incentives were over and above the annual CTC.

4. Optimum team size

Earlier the company worked with big teams. There was a team of 50 executives headed by a manager which made the team inefficient as the lone manager found it difficult to monitor and review the performance of every executive. As a result, since last 2 years, the team of 50 executives was broken down into 10 smaller teams with 4-5 members in each team. Each team had a team leader. These team leaders were supervised by an Assistant Manager who reported to a Manager who in turn reported to Senior Manager. This helped in proper monitoring and reviewing the performance of each executive. Consequently the performance improved.

5. On the job training

In order to reduce the employee turnover, the company started monthly or quarterly training schedules for all the executives. Initially it was optional but since last 2 years, it had been made mandatory. Since the executive who came from campus placements lack the corporate orientation and skills and hence the training modules and certificate courses assist the employees in developing the requisites skills for the job. It not only improved the skills but also mitigated the apprehension of the executives regarding their future as they were ensured that their career is taking the right shape and moving in the right direction.

6. Career coaching

The company also tied up with other organizations such as ICFAI for training, guiding, counseling the employees on career growth and skill enhancement. They also invited motivational speakers twice in a year. Recently the company tied up with motivational speaker Mr. Vivek Bindra who was the CEO and founder of Bada Business Pvt. Ltd. and was known for his motivational speeches and training programs on leadership, sales, and business management.

7. Reaching out to the customer

The company targeted the young investors who were active on Twitter (now X), Instagram, Facebook, and other social media platforms. The company believed in going to where the customer was rather than waiting for the customers to find the company. In order to reach out to the young customers, various marketing campaigns were designed and targeted them on all the digital platforms where these young customers were often found. The training vocabulary was also altered to suit to the young generation. For instance an investor or niveshak was termed as stock market hustler. The company sold their training courses as gap selling products rather than value added products which meant that if the customers didn't take these courses they would lose considerably in terms of returns and growth as it is a well known fact in financial domain that early you invest, better would be your returns.

Conclusion

The implementation of some favorable HR practices led to drop in employee turnover, but issue remained how to further reduce the employee turnover. As it was difficult to change the perception of customers regarding



their need to undergo training on investment in stock market, the case ends with a question how to connect more with Generation Z customers and also how to further reduce employee turnover.

Questions:

1. How does HR management become crucial element for firm's growth? Comment in the context of the case.
2. Did the firm do enough to address the issue of employee turnover? What strategies do you suggest apart from the steps taken by the firm?
3. Shall the company go for further segmentation strategy? Comment
4. What further growth strategies do you suggest?

Teaching Notes :

A synopsis of the case

The case is about a stock investment advisory company SIA Global Research Ltd. The case delves into what steps and strategies to take when facing with employee turnover problem. The case depicts how the business model was transformed from advising the investors on sale and purchase of stocks to targeting the customers with their training courses on stock market investments. The new business model prompted them to search for new customers, segment the market and provide customized products. The case study also deals with various market expansion and growth strategies.

The target learning group

The students of Postgraduate management programme, working executives pursuing management programmes.

The learning/teaching objectives and key issues

Learning/Teaching Objectives

1. To understand the reasons for employee turnover.
2. To understand the impact of employee retention on organizational performance in financial market research industry.
3. To understand the market expansion strategies.
4. To identify the digital marketing initiatives.

Identify the key issues in the case that will help achieve them.

1. Employee Turnover as a challenge
2. Customer's perception regarding the need of online stock training courses
3. How to segment and target the market?

The teaching strategy

The case may first be analyzed at the individual level and then groups may be formed. The recommended group



size is 4-5 members. An intra group discussion would precede an inter group discussion. The result of the intra group discussion would be in the form of a consensus among the members of the group on the issues identified in the case and their possible solutions. One member from each group would then present the case. The role of the Instructor would be of a facilitator and will guide the discussion by asking relevant questions from the participants about the concepts of employee retention strategy and market expansion/growth strategy.

Questions for discussion

1. What transformation did the organization go through during the last two years?

The firm transformed its product from being just advisory role on sale and purchase of stock to being an online trainer for stock market investments. The transformation also took in the form of organization structure where in large teams were divided into smaller ones for better monitoring and control. The marketing team efforts were fructified by adding more customers annually compared to what the firm used to achieve two years back.

2. How do evolving workforce expectations act as a challenge for employee retention?

The most employees who join such organizations are fresh graduates who lack corporate orientation and lack patience to stay long due to which they switch jobs frequently making the firms come up with different employee retention strategies as discussed in the case.

3. What strategies can be adopted to target these Generation Z customers?

For making the customers to have the better understanding, the vocabulary during the classes should match the vocabulary of the Generation Z customers. Firm should educate the young new customers on the need of training on investment in stock market which is a potential means to create wealth for future.

Analysis of data

Data on number of young customers actually investing in stock market (ask students to gather information from secondary sources). A comparative Analysis of marketing campaigns ran on various digital media platforms and their conversion rate of customers. Further the students can apply SWORT and Porter's five forces model for analysis.

Background Reading

Jack J. Phillips, Adele O. Connell. *Managing Employee Retention: A Strategic Accountability Approach*. First Edition, Routledge, (15 September 2003)

Tracy L. Tuten, Michael R. Solomon, Bikramjit Rishi. *Social Media Marketing*. Third Edition SAGE Publications Pvt. Ltd (13 August 2023)

Experience of using the case

The case was first used in the case writing workshop and later in the classroom setting comprising of MBA students. The case was well understood by the participants. SWORT analysis of the case was done. The discussion among the participants focused on employee turnover, job enrichment, job enlargement, market segmentation and market expansion.

They also suggested various strategies to reduce employee turnover and identifying new market segments for growth and digital marketing strategies.



CASE STUDY-2

REMOTE WORK REVOLUTION: THE 180 DEGREES IT EXPERIENCE

Pradeep Bhatt, Chandni Keswani, Aradhana Bhopte

Background

ISO 9001:2015-accredited 180 Degrees IT is a specialized provider of IT services and software products that develops innovative and potent business-driven solutions. The Toronto, Canada-based organization was established in 2006 and maintains sales representatives in Singapore and India. The company is owned by Karan Deshmukh along with his wife Jayshree Deshmukh. The owners have a broad-minded opinion and completely trust their employees. The company has 70 employees and most of them have been working with the organization since its inception.

Abhay Saxena, the COO of the company heads the operations and is responsible for closing the deals with the clients. Girish Tungare is the head of HR and is responsible for recruiting and training the employees. The company has a stable client base and deals with clients based in the UK and the USA. The company works on the hybrid model. 10% of the staff operates from the office whereas 90% of the staff is working remotely.

Winds of change

Girish, the company's HR, was responsible for conducting training programs for staff as well as some socializing activities on weekends. There was a healthy social environment with fun activities, dinners, and outings. Because the IT industry necessitates ongoing skill development, 180 Degrees employees appreciated their training sessions. This led to the company having a productive crew. Before COVID-19, the company was operating well, with all employees working from the office.

However, the pandemic altered the situation dramatically. Overnight, the company's working approach shifted completely. Employees were forced to work from home due to the lockdown, and the company has been facing difficulties in coordination and communication since then.

The company's overheads and operating costs also rose following the lockdown. Aside from the Salaries and compensations, the corporation had to pay their employees additional benefits such as broadband allowance. Smooth functioning and coordination were also disrupted due to challenges such as remote working and poor network connectivity. Along with these issues, the corporation began to experience a significant challenge. Because of the remote working, HR was unable to determine if the employee was truly working for 8 hours or not.

This case was developed in XI Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore, from February 15-21, 2024 by Pradeep Bhatt, Chandni Keswani, Aradhana Bhopte, Assistant Professor Shri Vaishnav Institute of Management, Indore.

Remote working raised the company's issues while also opening up new chances for personnel in the form of larger pay packages from metro-based organizations. This made it more difficult for the proprietors to keep their personnel.

Current working scenario

The company was working with 30 offline and 40 online employees. The company followed the ERP system of



attendance. The employees were expected to work for 8 hours and remained in contact with the team lead and HR through Skype throughout their working hours. Although the company allowed flexible hours of work, the employees were expected to mark their regular attendance on an ERP system, namely My Fab HR. The working style included daily meetings of all the developers with their team leads, where the task was assigned for the day. The deadline for completing the task was also informed to them. In case of any confusion or doubts, the developers might clear it on a one-to-one basis with their team lead. The company also conducted regular training sessions on technical and personal grooming aspects. The HR organized the program named FTS i.e. Free Thinkers session. The program was like a brainstorming session where the developers and team leads were allowed to share their working difficulties and also suggest solutions.

Issues and challenges

HR Girish Tungare was worried about the adamant behavior of their employees who have been associated with the company for a long time. Earlier optimism about remote working productivity was later challenged by new research highlighting the communication gap and retention issue. Abhay Saxena, COO of 180 Degrees Pvt. Ltd raised the following issue and challenges:

Team Coordination: Owners and HR were facing the problem in having coordination among their employees, despite using many project management tools it was difficult to work in coordination.

Employee Retention: Because of remote working, employees were getting opportunities to work on other big IT firms as there is no distance barrier.

Financial Costing: As employees had other options for working with big IT firms they were demanding high packages which added cost to the company

Employees' comfort level for remote working was developed, among the 70 employees in total only 30 were ready to attend the company in person.

Moonlighting: This was another challenge faced by the company as they needed help to keep track of whether their employees were associated with other firms or not.

Tracking the employees: There was no efficient system with the company tracking the performance of the employees.

Upskilling the employees: Despite motivating the employees for up-skilling themselves the efforts were in vain as they resisted taking steps for upgradation.

Conclusion

Due to this transition to remote working, 180 Degrees IT was facing numerous and complex issues. Although the business did well in its pre and post-pandemic configuration at first, the new working environment has brought up several problems that require immediate attention. Here is a summary of the main ideas and recommendations for the future.

Communication and Coordination: The organization had trouble with team coordination even with the use of many project management systems. Project delays may result from this gap, which reduces productivity. Organizing frequent team meetings and even utilizing video conferencing software can help team members communicate and work together more effectively.

Recruitment and Employee Retention: It was difficult to keep talented employees in-house at larger IT



organizations due to the attraction of better possibilities and compensation packages. To combat this, 180 Degrees IT must concentrate on raising employee happiness through benefits, acknowledgment initiatives, and chances for professional growth. A cohesive workforce can also be maintained by streamlining the hiring process to draw applicants who respect the company's culture and goals.

Financial Management: The business was under greater financial strain as a result of the growing demand for higher compensation. Offering competitive pay was important, but one should also consider other forms of remuneration to keep top people. Some ideas include profit-sharing, stock options, and performance bonuses.

Staff Monitoring and Performance Tracking: Tracking staff productivity and managing issues with moonlighting need the implementation of a strong performance management system except the existing ones. This could entail establishing precise performance measures, using technology to enable remote monitoring, and holding frequent performance reviews to offer guidance and support.

Training and Upskilling: Although attempts were made to promote upskilling, certain employees may be reluctant to take advancement-oriented actions. Providing specialized training courses, mentorship opportunities, and skill-development incentives can help a business cultivate a culture of lifelong learning and career advancement.

Additionally, tackling these obstacles necessitates a comprehensive strategy that emphasizes proficient communication, tactics for retaining talent, cautious financial handling, and provisions for staff advancement. 180 Degrees IT can effectively manage the challenges of remote work while maintaining its long-term growth and profitability by being proactive in adapting to the changing work landscape and creating a caring and stimulating work environment.

Questions

- Q.1. Suggest a plan for HR to overcome challenges that arise due to remote working issues.
- Q. 2. How to deal effectively with the reluctance of employees towards upbringing sessions designed by organizations?
- Q.3. What recommendations would you offer to 180 Degrees IT to improve its remote work setup and address the identified challenges?

Teaching Notes :

Synopsis

180 Degrees IT case study demonstrates how remote work has revolutionized the company's operations and worker dynamics. The company was obliged to make the overnight transition to remote working, which presented unusual hurdles for an established IT services provider with a strong team culture and clientele. Despite early hopes, working remotely resulted in poor communication, problems with employee retention, and financial hardships.

The target learning group

- Management Students
- Human Resource Managers and professionals
- Entrepreneurs



- Project managers
- Employees and Team Members
- Training and Development Professionals
- Researchers

Learning teaching objectives and key issues

The purpose of the case study is to build strategies for efficient workforce management and to learn and adapt tools for handling circumstances such as remote working.

Teaching strategy

To give participants significant insights and skills that they can use in their professional contexts, the teaching strategy should encourage active engagement, critical thinking, and practical application of concepts.

Case Study Analysis: Start by giving the participants a tour of the case and leading a conversation to identify the main problems and difficulties that 180 Degrees IT is facing. Encourage participants to consider possible remedies and determine the underlying causes of these problems.

Role-Playing Exercises: Separate participants into groups and designate them as team leaders, HR managers, or employees, among other jobs inside the firm. Assign role-playing exercises to each group that center on the difficulties mentioned in the case.

Debate and Discussion: Set up a panel discussion or debate where participants can share their opinions on the primary challenges brought up in the case, including the advantages and disadvantages of remote work, strategies for retaining talent, and HR's role in overseeing organizational change.

SWOT Analysis

Questions for discussion

Q.1 What were the key challenges faced by 180 Degrees IT following the shift to remote working?

Ans: The primary challenges included poor coordination and communication, problems with staff retention, higher expenses, difficulty monitoring employee performance, and opposition to upskilling.

Q.2. What were the implications of remote work on employee retention and recruitment at 180 Degrees IT?

Ans: Retaining skilled workers became a concern when remote work gave employees the chance to look at positions at larger IT companies. Furthermore, it was difficult to find applicants who shared the company's culture and mission through recruitment.

Q.3. What strategies did 180 Degrees IT employ to monitor employee performance and address concerns about moonlighting?

Ans: The organization aimed to put in place a strong performance management system, using technology to monitor employees remotely and holding frequent performance reviews to offer guidance and assistance.

Q.4. How successful were the company's efforts to encourage upskilling and training among its employees?

Ans: Despite efforts to promote upskilling, some employees resisted taking steps for advancement. The company may need to explore tailored training programs, mentorship opportunities, and incentives for skill



development to foster a culture of continuous learning.

Q.5. What lessons can other organizations learn from the experiences of 180 Degrees IT in navigating the challenges of remote work?

Ans: Other organizations can learn several valuable lessons from the experiences of 180 Degrees IT in navigating the challenges of remote work:

- a. Effective Communication is Key
- b. Prioritize Employee Engagement and Retention
- c. Promote Continuous Learning and Upskilling

Analysis of data

This case is based mainly on qualitative data. The analysis includes analyzing the behavior, and attitude of the employee towards remote working and the impact on the organization. The organization works in a hybrid mode, the ratio of remote and offline working modes was 90:10 respectively. Before the covid, the scenario was the opposite. And now the organization is struggling to motivate employees to work from the office.

Background reading

1. Journal: Management Effigy, Vol VII, Issues I & II, Jan-June 2023.
2. LinkedIn and company website
3. Published cases with related issues

Experience of using the case:

The case is new and has not been used so far. But if used for discussion, this case can have implications like, this case would help students to understand the importance of offline working and socializing at work. This case would help students to understand the significance of upskilling themselves regularly despite the working mode, for their personal and company growth. Management professionals can also refer to the case for framing their HR policies related to the recruitment, retention, and motivation of employees working remotely.



CASE STUDY-3 DECISIONS DECIDE DESTINY

Vikas Kumar Jain, Jyoti Jaiswal

Introduction :

The famous quote of Great William Shakespeare “To be or not to be” indicates the significance of decision making in life. This significance increases by many folds when the decision making comes in business. The right decision at the right time decides the destiny on the other hand one wrong decision may cause a sheer rattle in business.

Decision making is actually making choices among alternative courses of action which may include inaction too. While it can be argued that management is decision making where half of the decisions made by managers within organizations fail (Ireland & Miller, 2004; Nutt, 2002; Nutt, 1999). Therefore, increasing effectiveness in decision making is an important part of maximizing the effectiveness at work.

Philosophical decision theory has its roots in studies of practical reasoning which is linked with Aristotle. It blossomed in the twentieth century because of the work of Frank Ramsey, Bruno de Finetti, Leonard Savage, Richard Jeffrey, and many others.

About ABTech. Pvt. Ltd.:

ABTech. Pvt. Ltd. was established by 5 visionary and ambitious software engineers in 2013. They were astute and were able to see beyond the time. They unleash limitless possibilities and growth opportunities by simplifying complex, challenging-to-follow processes using their technological prowess. Being a solution-oriented, new-age information technology company, they were on a mission to provide modern solutions for long-standing business complications for organizations of all sizes and industries. With the great vision they established ABTech. Pvt. Ltd. as a product based company. They came up with the product which was the solution for upcoming IT problems. The team of 5 members became the organization of 50 members in 4 years only and started offering software development services to their clients. It was the time of their reorganization and restructuring.

They moved from product based company to product and service based company. Now the company grew from 50 members one office company to multinational service providing company by 2023. It had its new office in Europe to cater the needs of emerging technologies like AR/VR, Artificial Intelligence and IoT.

This case was developed in XI Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore, from February 15-21, 2024 by Vikas Kumar Jain, Jyoti Jaiswal Assistant Professor, Shri Vaishnav Institute of Management, Indore.



In present time the company is offering many advanced technology services to the clients of 12 countries.

But the journey of ABTech Pvt, Ltd. did not have the peaks only, it had to face deep valleys too. The success of the company was not the bed of roses, it had thorns too. The company started its journey as a product based company. The product which they wanted to sell was beyond the time. The product was like Google Dropbox which was helpful in cloud seeding. This product was a futuristic vision and solution to upcoming IT problems. In spite of a futuristic tech solution the product was proven such a super flop that within four years the company had to change its objectives too. From product based company the company changed itself into a service provider.

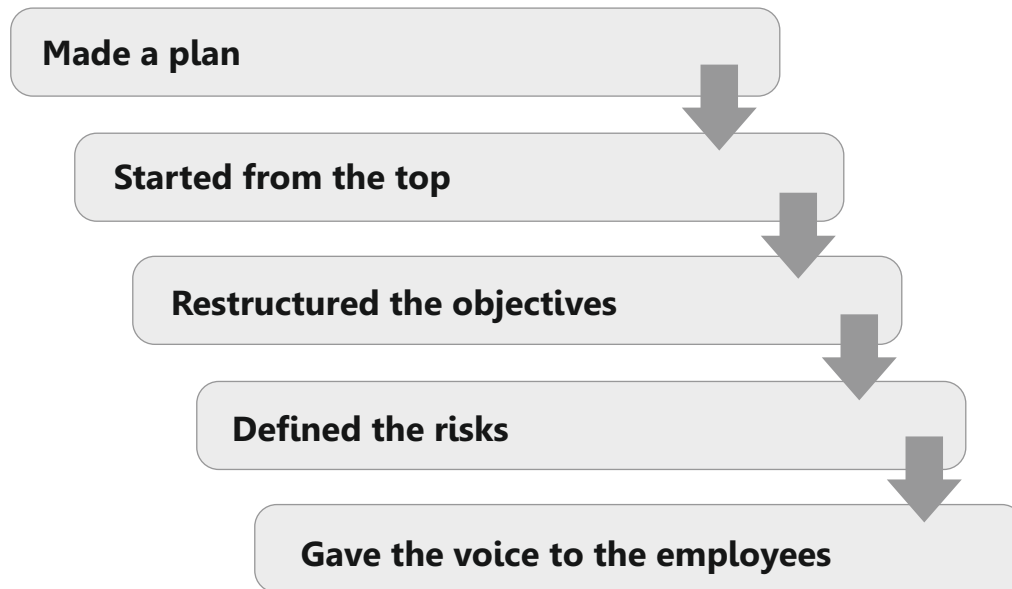
The company tried to sketch out the reasons of their failure and found the following responsible factors of their failure.

Reasons of failure :

1. **Insufficient awareness of management skills:** The founders of the company were well versed in technical knowledge but were unaware of management and marketing strategies. Though they expanded their team by new recruitments yet these recruitments were mainly of technology experts. They did not appoint the marketing expert but tried to market their product by their own. This decision was lethal enough for the growth of the company.
2. **Lack of Scientific Market Research:** The promoters of the company were astute more than prudent. They could see the forthcoming IT problems and their solutions but did not analyze the market properly. In the beginning their main focus was local market. As it was an Indore, Madhya Pradesh, India based company and the potential customers were limited for such product.
3. **Product Selection:** Though it was a futuristic product in Indian market. This futuristic element was its strength as well as weakness. The people were not aware enough of its importance and utility.
4. **Promotion:** The company failed to promote the product properly. People were neither aware nor company could make them aware of the importance and utility of the product.
5. **Place:** The company had chosen the wrong market to sell the product. The right selection of the market could have made a great difference.

Strategies Opted to Counter the Failure:

1. **Change Management:** The company which was started as a product based company, realized the market and decided to bring the changes. For which they followed the strategy of change. For changes they appointed the experts and analysts to diagnose the problems. As per the expert suggestions the management restructured the objectives of the company by converting itself as a service based company. The company did not stop producing the products but decided to cater the blended services. Now besides the product the company started offering the services too.



1. Mission New Horizon: The company was an Indore based company which was searching its customers in local market earlier. Now company realized that for their product it would need to dilute the geographical boundaries. The company decided to search their clients not only beyond local market but also in overseas market. In present time the company is providing the services in 12 countries through 4 overseas offices.
2. Mission Check and Cash the Opportunities: Earlier the company was trying to sell what they were producing now they were producing what the customers needed. The company decided to develop the products give the services on the customized way. They decided not to wait for the opportunities but reaching to the opportunities. For this the management recruited the efficient marketing team. They started many short and long term marketing campaigns, introduced many appealing policies for their clients.
3. Introduced the Mantra "One penny is saved is equal to one penny is earned":The management developed this mantra to cater their clients. They made the policy that they would be serving their customers in a way that their customers will retain with them for years.
4. Ideation Cell: The management opened the door for the new ideas for the growth of the company. It started award and reward system for the best business ideas in various categories.

Results:

The company is with 300+ man power in which 168 are expert professionals. They are catering the needs of 115 happy customers. The company has already completed more than 624 projects of the clients of 12 countries. At present the company is giving services in 12 fields.

**The fields in which the company providing its services**

Sr. No.	Service Areas
1	ERP CRM
2	Automation
3	Cloud
4	Web Development
5	Mobile App Development
6	Digital Commerce
7	Data Analysis
8	AI
9	Enterprise Solutions
10	Digital Marketing
11	UI/UX Modernization
12	Low Code and NO code

Questions:

- A. Critically analyze the approach of the management of ABTech. Pvt. Ltd. through SWOT analysis.
- B. Was it fair to change the objectives of the company by the promoters?

Teaching Notes:**1. A synopsis of the case:**

ABTech Pvt. Ltd is an Indore based IT services providing company. The company was established in 2013 as a product based company which started dealing in cloud seeding. Though it was a futuristic product and the solution to the future IT problems. But the product was badly failed due to insufficient market research. Later the company restructured its objectives and converted itself into a service based company. With proper and timely decision making the company bounced back and could leave its presence in overseas market too. Currently the company comprises more than 300 employees who have completed more than 624 products in 12 countries. They are offering 12 different services to their 115 customers.

2. Target Learning Group:

- A. Management Students
- B. Under Graduate and Post Graduate students
- C. Management Trainees
- D. Entrepreneurs who are going for new startups.



3. Teaching Objectives and Key Issues:

- A. To make the students understand the importance of market research.
- B. To make the students understand process of decision making.
- C. To make the students understand about management change.

4. Teaching Approach and Strategy:

- A. The facilitator will distribute a copy of the case to each student for case reading.
- B. Each student will go through the case and understand it.
- C. The facilitator will divide the class into separate groups consisting 5-6 students.
- D. Ask each student to have intra group discussion on the case.
- E. The group representative will present the case.

5. Questions for Discussion:

Question No.1. What do you understand by managing the change?

Answer: Change is the only law which does not change. Change will take place willingly or unwillingly so it's always better to change willingly. Willing changes can be managed in our favour. Organization that learn and cope with the change will thrive and flourish and other which fail to do so will perish. Organizational change is the process by which organization move from their present state to some desired future state to increase their effectiveness.

Question No.2: How is marketing research helpful for the growth of ABTech?

Answer: Marketing research enables the business unit to understand the potential customers their demands and the ways to fulfill them. It helps the management to take the decisions scientifically. It helps to decide whether the new idea for a business or product will fly, whether it will appeal the customers or not. It helps the management to analyze the competitors and the idea to take an edge on them.

6. Analysis of Data:

The number of manpower and the clients of ABTech Pvt. Ltd. indicates that company is growing and enhancing its profitability. Its global recognition, strengths strategies and competitiveness allow ABTech to be in a favorable position as compared to its competitors, in the same sector. The use of business units for management presents an effective way to manage the sprawling company. This situation not only reduces the possibility of overpowering senior management with work but likewise promotes productivity based on accountability expected from the business unit managers. The company undertakes multi-activities which highly contribute to effectiveness. This is enhanced by the hard work and right decisions that have diversified the company's product range and in turn leading to improvement on profits incurred. ABTech strengths and opportunities have a lot of constraints. Countless threats and weaknesses have creep up the performance of the company at some extend by presenting restrictions on the company's management. Some of the threat elements to the company's survival include high levels of competition, financial crises and risk of information loss.



7. Background Reading :

- A. Max. H. Bazerman, Judgement in Managerial Decision Making, Wiley & Sons
- B. Stephen Robbins, Decenzo, Fundamentals of Management, Pearson Education
- C. K. Aswathappa, Organizational Behaviour, Himalaya Publishing House

8. Experience of Using the Case :

The case was taken among the students of MBA as well as BBA.

The facilitator gave 30 minutes to read the case and then 20 minutes to each group for intra group discussion, each group comprised 5 members.

The students took the case with great enthusiasm and discussed the various issues and solutions.

The students discussed various models of decision making and the process of management too. They also discussed the leadership theories as well.

Each group representative was given 7 minutes for presentation and 3 minutes for question-answer session.

All the students enjoyed the case study session and wanted some more case study sessions like this.



CASE STUDY-4

HR ISSUES AT PINNACLE IT SOLUTIONS

Megha A Jain, Radhika Singh, Pankhuri Soni, Dipti Talreja

Introduction

Pinnacle IT Solutions Pvt. Ltd. a premier company based in Indore with expertise in Canadian based software products and IT services across Toronto, Canada, Singapore, United States and United Kingdom. It is headquartered in Toronto and Canada and had sales offices in Singapore and India. The company was primarily engaged in designing and developing Computer software, Mobile applications and Online services including Digital Marketing prima facie. The company had a client base globally to which the company delivered customized products as per the requirements of the customers.

Company at a glance

Jyotsna Deshmukh and Vinay Deshmukh the founders of the company started their career from Canada and worked there for a long time where they conceived the idea of starting their own business in 2006. Apparently from Indore they had their heart in their birth place and wanted to establish their business in Indore. They established the company with a vision to explore, evaluate, analyse, build and implement the IT solutions that could surpass the business expectations and put them at the forefront of the business sphere. They obtained an ISO 9001:2015 certification for authentication and created a development hub in Indore, India.

The organization had an employee base of around 80 people located in Indore office out of which approximately 20 employees had been associated with them for more than 10 years. They started working with the latest technologies and have continued to work on techniques like Node JS and React JS, including the latest web, mobile technologies, data analytics, UI/UX technologies and more.

The owners of the company had a strong client base which was more over through the personal references of the owners as before starting the business they had been in Canada for employment purposes since very long and generated good contacts to ensure a stable orientation of business in terms of project availability. The work culture followed by the organization was quite similar to the European work culture which gave a fair opportunity to the employees for their ideas representation and ease at work.

This case was developed in X Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore, from November 07-12, 2022 by Dr. Megha Jain, Radhika Singh, Pankhuri Soni and Dipti Talreja, Assistant Professor, of Shri Vaishnav Institute of Management, Indore.



The company is planning to expand their business with around 45%-60 % increase in terms of projects and revenue generation which lead to a proportionate increase in their technical staff. For this they had a strong pipeline of projects for the year 2023.

Working Environment at Pinnacle IT Solutions Pvt. Ltd

The basics which the owners gathered from their own country India made them believe in the concept of Equality and Ethical values which was clearly reflected in the policies of the business. The major focus of the company was on employee happiness and thus they provided ease of working without creating any pressure on them. They focused on the quality of the work rather than binding them in terms of hours spent for assigned work completion.

Till date, the company follows an open door policy, which means there is no minimum time the employee is required to serve the organization, although the working hours are restricted to 8 hours per day, 5 days a week having weekends off. Fridays are activity days which are used for team building and bonding, in which the owners also contribute by appreciating employees through small gestures of gifts and snacks. The company believed in the concept of gradual promotion, by offering three months 'on -the-job' training as probation period to the fresher's with less than six months of experience.

Even potential candidates with approximately 2 years of work experience are treated as fresher's, due to the complexity of the products offered to the clients with quality assured. The company has given the benefit of work from home to experienced employees with the clause of occasional reporting to the company office. The average life of an employee with the company has been 4-5 years so far. Company operates tremendously on ethics as it doesn't believe in cutting the salaries unnecessarily, even during the probation, it believes in task completion rather than micromanaging each and every minute of the employee as it has been following the basic login and logout system without any trackers.

Challenges Faced

People who worked at Pinnacle had a tough job. According to their HR Head, Pinnacle , a great place to work, provided a reasonable salary along with flexible working place, hours of working and shifts. As the company followed the strict ethical values, work life balance, improved working environment, teamwork, respect and good behaviour from the management which gave freedom to the employees to express their opinion as and when required.

Since the major business of the company was UK and US based, they enjoyed good workflow for the first three quarters of the year but the last quarter comprised of holiday season in the client's country which resulted in reduced project work and delay in receiving salaries on the part of the employees. This apparently gave them a breathing space in which new learning opportunities were explored. This is applied through the staff augmentation process, a method of outsourcing company's personnel to the client on temporary basis.

With the successful implementation of staff augmentation service in Pinnacles IT Solutions there had been many benefits like it had reduced Employee On-boarding time, accessing a pool of credible talent available with the company, employee flexibility etc. at times when other companies struggle with the revenue generation they suffice their monetary requirements through this. Staff augmentation services make manpower management more cost-effective.

Along with these benefits, few challenges were also faced by the organization with respect to staff



augmentation. One of the major challenges was to retain the employees who were deported for the short term projects under staff augmentation as the HR head informed that many out of them surpassed the company and got in direct association with the clients company. This situation brought further challenges for the company of hiring new professionals with the same technical skill sets.

Despite the company following best of the practices and providing opportunities to the employees for growth, it still went through problems while hiring people on the positions created due to staff augmentations. On analysing the following reasons were outlined, firstly the company geographically segmented the recruitment process, which included usually the people from Madhya Pradesh (India) due to their availability in the office at Indore, M.P (India); this resulted in limited pool of the potential candidates, who were again incompetent in terms of communication and technical know-how. Another issue with hiring was for the company's in house product which although generated substantial revenue for the company was very difficult to understand and operate. Experienced and conventionally talented employees hired for the 'in house' product left the organization as they got frustrated due to the complexity and lack of patience, which left the entire team irritated.

One more challenge which was faced by the HR head while recruiting new people on the vacant positions was the behaviour of the candidates. He shared that one of the aspirants who was offered a handsome package and 3 months tenure to join mentioned in the offer letter refused at the time of joining. On the basis of the same offer letter he took several jumps and very bluntly asked for a higher package denying the offer upfront. This left the HR in bemused situation.

To overcome this situation he was given a task to search new employees but after interviewing 70-80 candidates, he could not find the 'right person' for his organization who understood the policies and was loyal and trustworthy.

Questions for Discussion

- Q1. Analyze the case and discuss the problems faced by Pinnacle IT solution Pvt. Ltd.
- Q2. Is the company following the HR policies as per the market standards globally. Comment
- Q3. Is staff augmentation futuristic for the growth of the company? Discuss

Teaching Notes:

Synopsis of the case

This case is about Pinnacle IT solutions Pvt Ltd, which is a Canada based IT firm providing IT solutions, while developing Mobile/ Web based applications, the company followed the practice of staff augmentation during off seasons, in order to earn revenue and provide employees with new opportunities but this practice had created certain issues for them, namely employees working in the organization for their client, permanently joined the client's firm, which leads loss of talent intrinsically, as a result the firm goes for recruitment process, were in suitable candidates are hard to find due to lack of communication skills and technical know-how amongst the prospects.

The Target Learning Group:

Undergraduate and Postgraduate Students of Management and corporate professionals specifically from the IT sector.



Learning/ Teaching Objectives:

- To discuss the problems faced by the IT sector globally and with special reference to Pinnacles IT solutions Pvt. Ltd.
- To bridge the gap between expected and actual skill set of the prospective candidates
- To illustrate the importance of ethical and moral values in organizations and students

Teaching Strategy:

- Divide the class into separate groups of 5-6 students/ professionals.
- Distribute a copy of the case to each one of the group members before discussion.
- Developing understanding amongst the group about the case.
- Conduct through analysis of case individually
- Group discussions at inter and intra levels
- Analysis of findings and outcomes in the class by group representatives.
- Case presentation through MS PowerPoint.

Questions for discussion based on case

- Discuss the present scenario at Pinnacle IT Solutions, Pvt. Ltd.
- How HR policies have helped Pinnacle IT Solutions, Pvt. Ltd, to expand their business.
- Morals and values are left behind due to the current trends in the IT industry' Comment.

Background Reading

T.N.Chhabra, "An Introduction to Human Resource Management", Dhanpat Rai & Company. (P) Ltd, New Delhi, Sun India Publications

S.K.Chakraborty, "Values and Ethics for Organizations", Oxford Publications

Mehta, Dayal, Sharma, "Business Ethics and Ethos", RBD Professional Publication, Jaipur-New Delhi

<https://www.peerbits.com/blog/staff-augmentation-successful-model-to-extend-your-team.html#:~:text=Staff%20augmentation%20is%20an%20outsourcing,meeting%20all%20your%20project%20objectives.>

Experience of using the case:

After analysing the case the students would be able to understand the current trends and crises of the IT industry globally in terms of Human Resource Management and skill development as per the industry requirements. Understanding the importance of ethics and values in a professional scenario would be an additional outcome.



CASE STUDY- 5 FREE LANCER DILEMMA: PICK OR TRICK

Chandani Keshwani, Rahul Barode, Sunaina Lashkari, Mridula Pathak

Background

The Hexabiz Experience Pvt Ltd is a small sized event management company started by Gagan Gupta and Pragati Gupta, as promoters in 2009 and Abhishek Pareek, the present director joined in 2016. The company located at Indore, Madhya Pradesh and had two brands namely, Talk concepts and Purple patch. Talk Concept, dealt with Corporate Events and Purple Patch, focuses on all Social Events. It was one of the leading event management companies in central India with loyal customer base. They started with specialization in wedding planning with 15 to 16 projects every year which soon reached to 30 to 40 events per year. There total of 55-60% of business comes through wedding parties and around 40% business comes through official corporate events, across the India and major cities of Madhya Pradesh. Company quickly gained a reputation as a leading wedding and corporate event management organisation and planned to double its business in coming years.

Operations and Strategy

Management focused on seasonal business opportunities, as all they had as 08 Full Time workers /employees, mainly working in the domain of Transportations, Hospitality, Production, Entertainment and Food Items Management Sections. The company broadly relied on the Free Lancer workers, who worked on various projects time to time. The director said every event was a unique project for them they needed at least 30-40 people as a team, and many times company had to work on 5-8 events in same time.

Hexabiz offered a range of services from arranging a birthday party to planning a corporate event. However, focused area of business was wedding planning which had seasonal demand and required highly experienced personnel who could ensure smooth running of event from planning to execution.

Hiring more fulltime employees to handle seasonal demand was not the most cost-effective way so company's management adopted strategy of outsourcing work especially to freelancers, and also by offering internship programs to UG/PG students. Those were mostly young people having skills, enthusiasm and positive attitude. Company also provided on-job training to the hired ones whether they were freelancers or a full time employees.

Freelancers - A Pick

The Company hired freelancers preferably of age between 18-30 years and required basic skill set like common sense, presence of mind and positive attitude. They believed that their profession demands lot of patience and positivity to deal with clients. As the social events like marriage is a onetime affair and involves emotions and lot of money from the clients' side, and therefore the clients expected perfection and the best of everything for their event.

This case was developed in XI Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore, from February 15-21, 2024 by Chandani Keshwani, Rahul Barode, Sunaina Lashkari, Mridula Pathak Assistant Professor, Shri Vaishnav Institute of Management, Indore,



To make the event successful and perfect the personnel needed to be patient to hear the complaints, needs and demands of customers and be positive to resolve them. The strategy of hiring freelancers worked in a cost effective way but at the same time faced the problems of delay and sincerity. The freelancers being not permanent and on roll employees, sometimes, did not turn up on time due to which the company had to wait for them or had to go for another hiring process, which was again a time taking process. Over the time the company had observed certain behavioural issues on part of these freelancers. They sometimes showed a careless and irresponsible attitude.

Freelancers – A Trick

Recently during a social event the director Pareek, had a bitter experience with a freelancer name Ragini. At the time of joining she seemed to be an enthusiastic and ambitious person, who was also good at her work and did every task sincerely but was not happy with the company's policy of wearing uniform during events. Ragini wore uniform half-heartedly. She followed the dress code but according to her choices. On one such event she wore the uniform i.e. Black trousers and purple shirt paired with silver snickers. This was observed by Pareek and he asked her to wear complete uniform, to which she reacted undesirably. As Ragini was a highly competent girl so Pareek gave her the responsibility to give some return gifts to some of the very important guest of that event but she went to a room and slept ignoring her duties completely. After the event she left the company as well. The company had to pay her after negligible deductions because of the agreement. After that, Pareek tried to find out the reason for such behaviour. In investigation he found that after his confrontation, she also had a fight with another colleague. She was furious about the whole incident and hence decided to quit.

The management was constantly facing the problem of behavioural issues with the freelancers such as lack of seriousness towards liability, ethics and workplace behaviour. Customers have become very choosy and want everything customized and unique. Meeting up to their demands is becoming very challenging. Alongside the freelancers the company was also facing the problems of dealing with unorganized sector like vendors providing wedding and event inventories like Ghodiwala, Musical Band, Henna artists, entertainers etc.

Questions

- Q.1. Analyze the situation and make a list of the difficulties and prospects for the Hexabiz Company and its owner.
- Q.2. What are the factors upon which freelancers can be motivated more to work properly?
- Q.3. If you were in place of Mr. Pareek what could be your response towards the indiscipline freelancers and how you make them work as per your requirements?
- Q.4. What according to you are requirements to sustain or have a flourishing career in event Management Company?

Teaching Notes:

Summary

The case discuss mainly of freelancers working habits, behaviour and mainly on their lack of professionalism. The Hexabiz Experience Pvt Ltd was a small sized event management company which was also one of the leading event management companies in central India. As event like wedding and corporate events had a seasonal business for this type of companies instead of hiring more fulltime workers company had to rely on



freelancers which was cost effective as well. Freelancers were frequently highly driven, lively, and capable of long hours of work as well as 'think out the box solutions' but at the same time they were troublesome with their careless behaviour and mood swings.

Target Learning Group

UG/ PG Students, Management Students, Professionals and Executives

The learning/ teaching objectives and key issues

The objectives of a case study on freelancers' professionalism are to learn about the professional standards that freelancers should uphold, as well as the challenges and benefits of freelancing. Additionally, students should be able to identify the different types of freelance work available, and understand the importance of maintaining a positive reputation as a freelancer.

Carefree behaviour, lack of professionalism leads this youngsters to rejections from the Industry also towards demean of code of conduct which can severely affect their further career growth

Teaching approach and strategy

- Divide the class into teams of 4-5 members
- Appoint a leader for each team
- Release the case, about a week before the case discussion day, to each member for reading, discussion and other actions as described in 4-6 below.
- Each member will write a 100-word summary, independently, and submit it on the case discussion day for assessment.
- Each team will jointly write a 100-word summary and the responses to the three questions (100 words each) and submit it on the case discussion day for assessment.
- Each group will present their summary and their responses to the class, extempore and without PPT, on the case discussion day.
- The class teacher will summarize the case and point out irrelevant, incorrect and effective issues and responses, extempore and without PPT.

Questions for discussion

- As a small event managing organization how they can deal with such issues?
- What are the factors upon which freelancer workers can be motivated more to work properly?

Background reading

Davis, M. (2018, October 16). The do's and don'ts of being a professional freelancer. Retrieved from <https://thebalancesmb.com/what-is-professionalism-2062780>

Kerr, D. (2017, June 21). How to be a professional freelancer. Retrieved from

<https://www.freelancersunion.org/blog/2017/06/21/how-to-be-a-professional-freelancer/>

<https://www.freelancer.com/community/articles/professionalism-for-freelancers3>. Professionalism for



freelancers: 10 rules to remember. (2018, September 05). Retrieved from -10-rules-to-remember

Experience of using the case

After analysing the case student will be able to know more about workplace ethics and behaviour also the need analysis gap of ever changing market

CASE STUDY- 6 HR IN THE CLOUD

Deepika Kapoor, Soniya Shah, Barkha Shrivastava, Arti Sewalkar

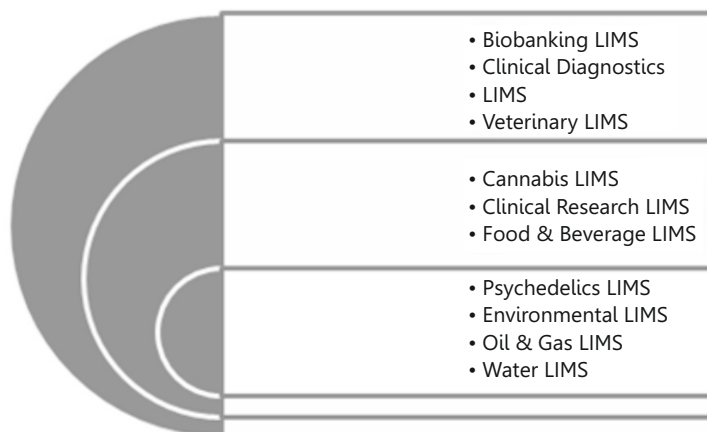
Introduction

The expression CLOUD described a cloud-based Laboratory Information Management System, a specialist software program created to simplify and enhance data management procedures and workflows in laboratories. CLOUD was US based, an ISO 9001:2015 Certified informatics company, with its head quarter at Wilmington, Delaware US. Arun Kumar was a serial entrepreneur and laboratory research scientist specializing in bioinformatics. He founded CLOUD in 2014 bringing the benefits of a SaaS product to the laboratory market. Managing data, samples and procedures manually or via several technologies can be laborious, prone to error, and wasteful in standard laboratory settings. This was revolutionized by CLOUD, which provides a web-based, centralized platform that can be accessed from anywhere with an internet connection.

The company catered mainly to the US market. The major clients of the organisation included US Military, Blood Hound, Nova Medical School, BIRKA BioStorage, The University of Sheffield, Lexachrom Analytical Laboratory LLC, Fidelis Research to name a few. In India AIMS Delhi, Indoriv Clinical, KolGOTrg, Rajiv Gandhi Cancer Institute and Research Centre were the major clients.

CLOUD provided laboratories with a comprehensive feature set and functionalities to efficiently handle many parts of their operations, such as sample evaluating, data administration, reporting, and regulatory compliance. Company offered a variety of benefits to its clients such as Sample Management, Data management, Workflow Automation, Collaboration and Accessibility, Flexibility and Scalability, Regulatory Compliance, Security and Data Integrity etc.

CLOUD Solutions for Customer Needs



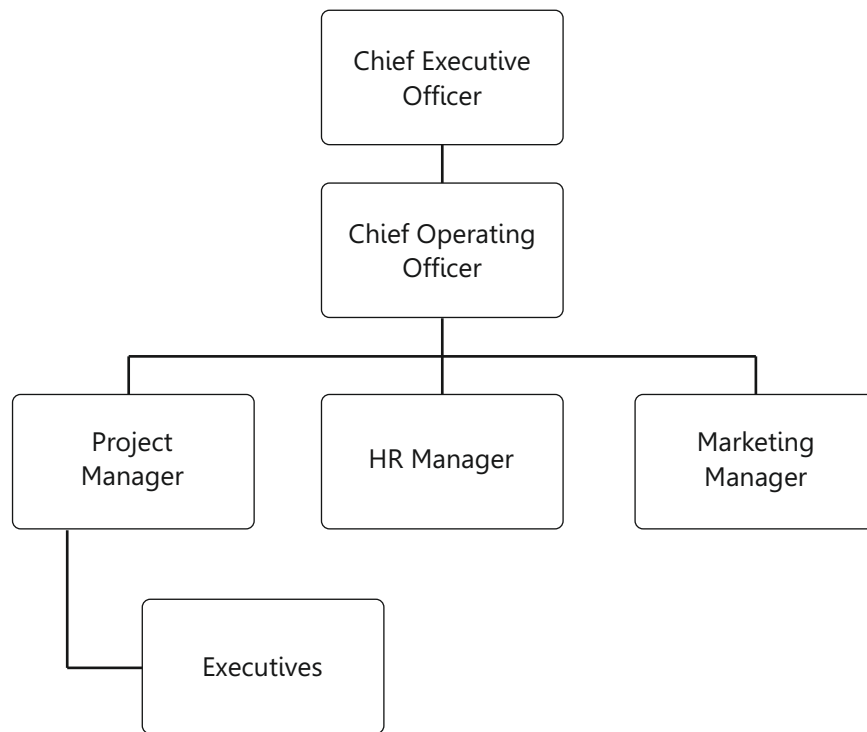
This case was developed in X Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore, from November 07-12, 2022 by Deepika Kapoor, Soniya Shah, Barkha Shrivastava, Arti Sewalkar, Assistant Professor, Shri Vaishnav Institute of Management, Indore.



Organization Structure

The organization structure with the given designations typically reflected a hierarchical setup. The Chief Executive Officer (CEO) was at the top of the hierarchy, overseeing the entire organization.

1. The Chief Operations Officer (COO) reported directly to the CEO and was responsible for managing day-to-day operations.
2. The Project Manager reported to the COO and was responsible for overseeing specific projects.
3. The Executives reported to the Project Manager.



HR Challenges

During the pandemic Vinod Goyal who was the HR manager came across a challenging situation. The employees suddenly started leaving the organization as they were getting attractive offers from the competitors. Therefore attracting and retaining skilled professionals was crucial for sustaining competitive advantage and driving innovation for the company. Additionally, with the rise of remote work and increasing employee expectations, the company had to modify its HR practices to meet the changing needs of its workforce.

The employees were getting lucrative offers from the competitors and were provided many awards and rewards at a much higher salary. Due to which, the employees wanted to leave the organization and join the competitors. This leads to an increase in employee turnover which ultimately affected the performance and profits of the organization. It was a big challenge for HR to retain their employees in such a dynamic situation



and was a great concern for the management to maintain the employee satisfaction and profitability of the organization.

It was a challenge for the management whether to increase the salaries of the employees as per the current scenario which can increase the manpower cost. Also there was a chance that once the pandemic was over the salary packages can again go down in the industry. They had another option to introduce new HR practices to increase the employee retention and satisfaction.

HR Practices Implemented

Comprehensive On-boarding Program:

CLOUD developed a structured onboarding program that provided new hires with the necessary tools, resources, and support to integrate smoothly into the organization.

The program included orientation sessions, mentorship opportunities, and access to online training modules to accelerate the learning curve and facilitate early engagement.

Employee Development and Training :

The company invested in continuous learning and development opportunities to upskill and reskill employees.

CLOUD offered a variety of training programs, workshops, and certifications to enhance technical skills, leadership capabilities, and industry knowledge.

Flexible Work Arrangements:

Recognizing the importance of work-life balance, CLOUD offered flexible work arrangements, including remote work options, flexible hours, and compressed workweeks.

The company leveraged technology to enable seamless collaboration and communication among remote teams while maintaining productivity and accountability

Performance Management and Feedback:

CLOUD implemented a performance management system that emphasizes regular feedback, goal alignment, and recognition.

Managers conducted quarterly performance reviews and check-ins to provide constructive feedback, set goals, and discuss career development opportunities.

Employee Well-being Initiatives:

To support employee well-being and mental health, CLOUD offered wellness programs, employee assistance programs, and access to health and wellness resources.

The company promoted a culture of work-life balance by organizing team-building activities, social events, and wellness challenges to foster camaraderie and connection among employees.

By implementing these HR practices, CLOUD increased employee engagement and satisfaction levels, improved retention rates and reduced turnover, leading to greater stability and continuity within teams. It also lead Greater productivity and innovation resulting from a motivated and empowered workforce committed to the company's mission and goals.



Conclusion

CLOUD Solutions was committed to implement the best HR practices that had proven instrumental in creating a positive work environment, fostering employee engagement, and driving organizational success. By prioritizing employee development, well-being, and work-life balance, the company had cultivated a culture of excellence and innovation that sets it apart in the competitive IT landscape. As the company continued to evolve, its dedication to investing in its greatest asset, its people, remained central to its long-term success.

Questions:

1. Analyse the case and explain HR Practices used in case.
2. What other initiatives the HR can take to increase the employee retention.
3. Do you think the management could have increases the salaries of the employees to retain them?
4. Do you think that these HR practices will affect the profit for the organization? Justify.

Teaching Notes:

A Synopsis of Case

This case was based on the challenges faced by the HR department in a leading IT company during the pandemic 2019. CLOUD revolutionizes laboratory management by providing a modern, scalable, and secure platform for streamlining workflows, managing data, and ensuring compliance with regulatory standards. By leveraging cloud technology, laboratories can enhance efficiency, collaboration, and data integrity, ultimately driving scientific advancements and improving patient outcomes. During pandemic the industry faced the problem of attracting and retaining skilled professionals that was crucial for sustaining competitive advantage. CLOUD implemented the HR practices to increase employee retention and reduced turnover that lead to greater stability and continuity within teams.

The Target Learning Group

- Management Students
- Research Scholars
- Corporate Trainers
- Entrepreneurs

The Learning/ Teaching Objective and Key issues

Learning/ Teaching Objectives

- Analyse HR strategies
- Evaluate HR policies: Assess the effectiveness of various HR policies and practices in achieving organizational goals and meeting the needs of employees.
- Apply HR concepts: Apply theoretical concepts and frameworks from HR management to real-world situations and challenges.
- Enhance problem-solving skills: Develop critical thinking and problem-solving skills by identifying HR issues and proposing feasible solutions.



- Understand organizational behaviour: Explore how HR practices influence employee behaviour, motivation, and performance within the organization.

Key Issues

- Increase employee turnover at CLOUD during the Pandemic.
- To adopt for rapidly changing Global scenario in IT industry.
- To maintain the organization performance.

The teaching strategy

- The facilitator will distribute the case to each participant.
- Each participant will go through the case and will analyse the case using SWOT analysis.
- The facilitator will divide the participants into various groups having 4 to 5 participants in each group.
- Each Group will discuss the case among the group members.
- Groups will come up with the common solution using consensus.
- Group representative will explain analysis and proposed solution of the case.
- The facilitator will give further insights and discuss GUEST Model of HR Practices to solve the case.

Question for Discussion

- 1) What are the challenges faced by this Company and explain the methods to overcome it.

Ans. The challenges faced by the company included high employee turnover during the pandemic and low employment retention due to the changes in the working pattern during the pandemic time. The company focused on redefining its HR practices rather than to increase the salaries as per the demand of the employees.

- 2) What could be the adverse effect of these HR practices on employee engagement and employee turnover?

Ans. These practises can lead to the unrealistic expectations by the employees. These practices can be taken as the hygiene factors instead of the motivation factors for the employees. Rewards to select groups of employees may create feelings of inequity and resentment among those who do not receive the same benefits. In a highly competitive market, competitors may match or exceed these practices, leading to an escalation of compensation and benefit expectations that strain the organization's resources

- 3) Do you think these practices can lead to over expectations of the employees from the organization?

Ans. These HR practices may foster a sense of entitlement among employees, leading to expectations of ever-increasing rewards without corresponding increases in performance or contribution.

Offering overly generous benefits or incentives may set unrealistic expectations for future hires and current employees, making it challenging to maintain morale and satisfaction levels if these practices are scaled back or discontinued.



Analysis of Data

- Exit interviews with departing employees uncovered the reasons for turnover during the pandemic which included the lucrative packages and remote working options.
- Employee grievances highlighted the lacking and performance management feedback and appraisal system.

After Analysing the above qualitative data the HR department introduced various HR practices which resulted into low employee turnover, increase employee retention that ultimately contributed to Organizational success.

Background Reading

- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page Publishers
- Bartlett, Christopher A., and Andrew N. McLean. "GE's Talent Machine: The Making of a CEO." Harvard Business School Case 304-049, October 2003. (Revised November 2006.)
- Chew, Irene K.H.; Horwitz, Frank M. (2004). *Human Resource Management Strategies in Practice: Case-Study Findings in Multinational Firms*. *Asia Pacific Journal of Human Resources*, 42(1), 32–56.

Sheehan, C.

- (2005), "A model for HRM strategic integration", *Personnel Review*, Vol. 34 No. 2, pp. 192-209

Experience of the Case

The case was discussed with the MBA students in the class. We had experience that this case study on HR practices helped the participants to understand and analyse various HR strategies adopted by the organisation to solve various issues and challenges. They were able to suggest the GUEST and Value Chain model of HR Practices that could be adopted by the organization. The participants were able to design various HR practices that can reduce the employee turnover and can increase the profit of the organization. They were also able to find out the adverse effect of implementing certain HR practices that can increase the manpower cost of the organization. They were able to understand the concepts of employee behaviour, motivation and performance appraisal in the organization. They also came up with various potential solutions that can meet the organisational goals.



BOOK REVIEW-1 IKIGAI

Author: Hector Garcia & Francesc Miralles
Publication House: Hutchinson London

The authors present complex ideas in an easy-to-understand manner, making the concept of Ikigai approachable for readers from all walks of life. The book is filled with inspiring stories of individuals who have found their Ikigai and transformed their lives as a result. These stories add a personal touch to the book, illustrating the real-world impact of living in alignment with one's Ikigai. The authors also emphasize the importance of daily habits and routines that promote well-being and happiness.

The book suggests incorporating practices such as regular physical activity, healthy eating, and mindfulness into one's daily life to foster a positive mindset and overall well-being. By focusing on the present moment and finding joy in simple pleasures, the authors argue that individuals can cultivate a greater sense of contentment and fulfilment. While "Ikigai" offers valuable insights and practical advice, it is not without its critiques. Some readers and cultural critics argue that the book oversimplifies the concept of Ikigai and may not fully capture its cultural and historical nuances. The authors' approach, while well-intentioned, can at times seem overly prescriptive, suggesting that there is a one-size-fits-all formula for finding happiness and purpose. In conclusion, "Ikigai: The Japanese Secret to a Long and Happy Life" is a thought-provoking book that introduces readers to the intriguing concept of Ikigai and its potential impact on well-being. It offers a fresh perspective on personal development, encouraging readers to reflect on their values, passions, and goals to discover their own Ikigai. While readers should approach the book with an open mind and consider its ideas in the context of their own lives and cultural backgrounds, "Ikigai" nonetheless serves as an inspiring guide to living a meaningful and happy life.

Garima Dubey

Assistant Professor

Shri Vaishnav Institute of Management, Indore



BOOK REVIEW-2 BUSINESS ENVIRONMENT

Author: Dr. Francis Cherunilam
Publication House: Himalaya Publishing House

The book *Business Environment*, by Francis Cherunilam is a well-written text book aimed to explain the important aspects of the Business Environment interface. It also emphasizes on the socio-economic and political-legal environment of business in India.

The book is divided into 8 major parts and 43 chapters, along with cases. The book starts with an overview of business environment; explaining the nature, objectives and different types of environment. It also describes various techniques of environmental forecasting and economic roles of government in India.

In part 2, social environment, social responsibility of business and corporate governance is explained. This section covered recent developments in India, Companies act and CSR, purpose and importance of corporate governance. Chapters in this part give understanding about consumer rights, exploitation of consumers, consumer protection, consumerism on India and Consumer protection act.

In part 3, industrial policy, IDRA, privatization and disinvestment, various price and distribution controls have been discussed. It briefly explains the arguments for as well as against the privatization, along with sins and pitfalls of privatization, industrial sickness and their causes. It also contains the explanation of patents, trademarks and Trademarks Act 1999.

In part 4, monetary and fiscal policies, along with union budget and state budget; financial market structure, stock exchange and its regulation, industrial finance and industrial financial institutions is explained. Also, it covers money market and capital market, with their importance and instruments.

Part 5 describes the labor environment, and thus focuses on labor legislation, labor welfare, and industrial relations trade unions. It also explains the worker's participation in management need for exit policy and quality circles in detail. The section provides in-depth knowledge about industrial disputes, preventive steps, code of Discipline and Industrial trade resolution and their settlement. Trade unions act, rights and liabilities of registered unions have also been explained.

Part 6 is based on Economic planning and development. It aims to provide a clear understanding of economic planning in India. It also explains Industrial Development Strategy and agriculture marketing, along with agricultural price policy. The chapters included in this part give detailed explanation of five years plan and structural change in the national planning.

Part 7 explained the Global environment. The part started with the explanation of WTO and global liberalization. Then it further explained international investments, types of foreign investments, what are the factors which affects international investments, MNCs development, its significance and regulation of foreign trade, export promotion, production assistance and marketing assistance. It explains foreign exchange management act along with realization and repatriation of foreign exchange and comparison between FERA and FEMA.

Part 8 explains various aspects and concepts of business environment through cases, to provide self-learning. The cases in this part help to improve the critical and analytical thinking and thus helps enhance decision making skills. Some cases are in detail and seek answer to certain questions which are crucial for better



understanding of the concepts.

In a nutshell, Business Environment is an excellent text book for the students as well as for teachers. It aims to provide better understanding about the complex business environment by improving the managerial skills. The book has the best part of easy explanation, summary with each and every chapter and case studies to relate with the actual business environment.

Sneha Garg

Student- MBA III (FT) Semester

Shri Vaishnav Institute of Management, Indore



GUIDELINES FOR AUTHORS

Management Effigy is a peer-reviewed bi-annual journal and Indexed with J-Gate. Management Effigy welcomes original papers from both academicians and practitioners on management, business and organizational issues. Papers, based on theoretical or empirical research or experience, should illustrate the practical applicability and/or policy implications of work described. The author/s should send a soft copy of the manuscript in MSWord to chiefeditormanagementeffigy@gmail.com

Management Effigy has the following features:

- Research includes research articles that focus on the analysis and resolution of managerial and academic issues based on analytical and empirical or case research. Recommended length of the article up to 6,000 words.
- Notes and commentaries present preliminary research, review of literature, and comments on published papers or on any relevant subject. Recommended length of the articles: up to 6,000 words.
- Colloquium includes debate on a contemporary topic. Both academicians and practitioners discuss the topic.
- Management Case describes a real life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional or operational levels. (Cases should be accompanied by a teaching notes.) Recommended length of the Case: about 3,000 words.
- Diagnoses present analyses of the management case by academicians and practitioners. The case problems are examined, their causes are analyzed, and issues of relevance are discussed.
- Book Reviews covers reviews of current books on management.
- The manuscript should be accompanied by the following:
 - 1) An Abstract of 80-100 words; followed by four to five keywords. Recommended length of the article up to 6,000 words.
 - 2) A brief Biographical Sketch (60-80 words) of the author/s describing current designation and affiliation, specialization, number of books and articles published in refereed journals, and membership on editorial boards and companies etc.
 - 3) All tables, charts, and graphs should be in black and not in color. Wherever necessary, the source should be indicated at the bottom. The number and the complexity of exhibits should be as low as possible. All figures should be indicated in million and billion.
 - 4) Endnotes, italics, and quotation marks should be kept to the minimum.
 - 5) Authors are expected to adhere to standards of correct academic writing.
 - 6) References should be complete in all respects, with authors' surnames arranged alphabetically, following conventional citation styles. We request authors to follow the APA Style developed by the American Psychological Association. Please refer to the resources indicated earlier for information on how to cite other kinds of sources like books, electronic material, websites, unpublished material etc.
 - 7) Copyright: Wherever copyrighted material is used, the authors should be accurate in reproduction and obtain permission from copyright holders, if necessary. Articles published in Management Effigy should not be reproduced or reprinted in any form, either in full or in part, without prior written permission from the Editor.
 - 8) Management Effigy reserves the right to make editorial amendments to the final draft of the manuscript to suit the journal's requirements.



July - December 2023

SUBSCRIPTION FORM

Dear
Sir/Madam,

I/We wish to subscribe "Management Effigy".

I wish to make the payment through [Please tick (V)]

Crossed Cheque Demand Draft

I am enclosing a crossed Cheque/ DD No. _____ Dated _____

Drawn on: _____

Payable at Indore: _____

Name of Subscriber: _____

Address: _____

NAME & ADDRESS OF THE SUBSCRIBER

Name: _____

Designation: _____ Organization: _____

Address for Communication: _____

Contact No: (With STD Code) _____

Signature of the Subscriber:

Date:

RATES

_____ Institutional /Individual Rs.500/- (For One Year) _____

ONLINE Payment (Bank transfer details)

Name: Shri Vaishnav Institute of Management PG Indore

Bank Name : HDFC Bank

Branch : Cloth Market

Bank Address : Ground Floor 211, Jawahar

Marg near Raj Mohalla, Indore

A/c. No. : 50100229309671

IFSC Code : HDFC0000281

Established– 1884

SHRI VAISHNAV SAHAYAK KAPADA MARKET COMMITTEE, INDORE AVAM OTHER INSTITUTIONS

● Shri Vaishnav Sahayak Trust	1939	● Shri Vaishnav Charity Trust	1970
● Shri Vaishnav Shaikshanic Avam Parmarthik Nyas	1981	● Shri Vaishnav Vidyapeeth Trust	2002
● Shri Vaishnav Sadavrat	1884	● Shri Cloth Market Vaishnav Higher Secondary School	1951
● Shri Ramkrishanabag	1925	● Shri Vaishnav Polytechnic	1962
● Shri Vaishnav Annakshetra	1927	● Shri Vaishnav College of Commerce	1967
● Shri Vaishnav Aushdhalaya	1934	● Shri Cloth Market Vaishnav Bal Mandir Girls H.S. School	1981
● Shri Vaishnav Vishranti Grah	1971	● Shri Vaishnav Institute of Management	1987
● Shri Vaishnav Prasuti Grah	1982	● Shri Vaishnav Girls Higher Secondary School	1992
● Shri Vaishnav Mokshdham	1983	● Shri Vaishnav Academy	1993
● Shri Vaishnav Vivekanand Circle	1997	● Shri Vaishnav Institute of Technology and Science	1995
● Shri Vaishnav Shav Vahini Nishulk Sewa	2005	● Shri Vaishnav Institute of Law	2005
● Shri Vaishnav Diagnostic and Kidney Centre, Khajrana	2015	● Shri Vaishnav College of Teachers Training	2005
● Shri Vaishnav Diagnostic and Kidney Centre, Ramkrishanabag	2015	● Shri Vaishnav Vidyapeeth Vishwavidyalaya	2015
● Shri Vaishnav Girls Hostel	2001	● Shri Vaishnav Bal Vatika	2017
● Shri Vaishnav Boys Hostel	2002	● Shri Vaishnav Sports Academy	2019
		● Shri Vaishnav Mahila Prashikshan Kendra	2023



SHRI VAISHNAV INSTITUTE OF MANAGEMENT, INDORE

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, (M.P.)

UGC-NAAC Accredited 'A' Grade Institute

Scheme No.-71, Gumasta Nagar, Indore-452009, M.P. | Ph.: 0731-2780011, 2789925

Toll Free No.: 1800 233 2601 | Website : www.svimi.org, Email : svimi@svimi.org