

Sairam
INSTITUTIONS



Management Cases



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Preface

The ...case in this book all deal with specific situations specific problems, specific decisions, every one of them typical and fairly common in business and public service organizations. They are all management situations, management problems and management decisions and that means that they are deal with what people have to face, what people have to resolve and what people have to decide.

They are thus typical of the kind of situation, problem and decision everyone in management commonly faces, the kind of situations, problems and decisions today's executives and students are likely to face tomorrow.

We wish this book will be of immense value to all management environment and who have interest in management cases.

Any suggestions regarding improvement and errors, if any, will be gratefully acknowledged.

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Corporate Social Responsibility in Times of Covid-19 by Indian Companies

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Abstract

With growing awareness about corporate social responsibility (CSR) among stakeholders, achieving social goals is as important as delivering shareholder value and profitability. “Corporate Social Responsibility” or CSR is a concept that aims to make a company socially accountable to itself, its stakeholders, and the public at large. Through their CSR practices, companies are conscious of the kind of impact they have on all aspects of society including economic, social, and environmental. It is a way of giving back to the society for the various resources it uses to run its business. CSR activities taken by Indian companies are analysed based on the Triple Bottom Line Theory(TBL).

Keywords: Corporate Social Responsibility(CSR), Triple Bottom line, Covid-19

Corporate Social Responsibility (CSR) is defined as a concept whereby companies voluntarily integrate social and environmental concerns in their business operations and in interactions with their stakeholders. CSR activities are not new to Indian companies. From their inception, companies like TATA, INFOSYS have shown their concern towards society while carrying out their business. CSR also humanizes the company in ways that other facets of the job cannot; it depicts the company as a contributor to society rather than as an entity concerned solely with maximizing profits. The Companies Act was amended in 2013 for making business entities more responsible.

As per Section 135 of Companies (CSR) Rules 2014 and Schedule VII of Companies Act 2013, every company having a net worth of Rs 500 crores or more, or turnover of Rs 1,000 crore or more, or net profit of Rs 5 crore or more during the immediate preceding financial year must have a CSR committee and spend at least 2% of the average net profits earned during three immediate preceding financial years for CSR activities.

The COVID-19 pandemic, caused by the SARS-CoV-2 virus, was branded a global pandemic by the World Health Organisation (WHO). The pandemic has resulted in a severe socio-economic disruption, including a recession. In view of the spread of COVID-19 and the decision of the Government of India to treat this as a notified disaster, the Ministry of Corporate Affairs (vide its General Circular No. 10/2020 dated 23rd March, 2020) had made

a clarification that spending of CSR funds for COVID-19 shall be considered as an eligible CSR activity, thereby inspiring corporates to give back to society.

Apart from contribution to the PM CARES Fund and State Disaster Management Authority, expenditure incurred on preventive health care and sanitation, ex-gratia to temporary/casual workers over and above daily wages, providing quarantine facilities to those affected, amongst others, shall be considered as CSR spend. This step was welcomed by Indian corporates. Categorizing money spent on COVID-19 relief work as CSR spend created a win-win situation for companies having an existing CSR obligation who wanted to contribute to relief work and meet statutory requirements of the Companies Act at the same time. The response to the Government's call to support COVID-19 efforts has been overwhelming. Crores have been donated to various Government funds.

In line with the Triple Bottom Line theory of Corporate Social Responsibility, many companies have taken up initiatives to combat the COVID-19 pandemic situation in India.

Most Indian companies are creating awareness about the importance of social distancing as an aid to mitigate the spread of this deadly infection. CSR is a crucial tool for companies to give back to society through monetary and other means; it is a "self-regulating business model" that implies the procedures of interaction by a company with its stakeholders and the general public at large, creating a scenario of being socially responsible. Significant contributions have been made by McDonald's, Audi, Coca-Cola, Volkswagen and many more. McDonald's innovatively sent a message to the masses by bifurcating their logo into two parts, representing social distancing.

Similarly, Audi bifurcated their logo into four separate rings, with a tagline about social distancing. Volkswagen bifurcated their logo by creating a gap between V and W. The Bengal Beverage company too changed their logo by creating a gap between each letter; the company also shared the message "Staying apart is the best way to stay united". Apart from transforming the logo into new shapes to express the importance of social distancing, many companies also have changed their advertisement slogans to reinforce the importance of social distancing.

For instance, NIKE adopted the slogan "If you ever dreamed of playing for Millions around the World, now is your Chance. Play Inside, Play for the World". Amul released a series of messages motivating people to wash their hands, greet others without contact and to work from home. Tata Motors has released an innovative Television Commercial (TVC) about

how crucial it is “to stay home now to be together always”. Hindustan Unilever Limited, through its product Lifebuoy, spreads the message of “washing hands frequently with any soap or hand wash or alcohol-based sanitizer to combat against the spread of coronavirus”.

Apart from the above mentioned companies, certain blue-chip companies have also extended their hands to combat against pandemic COVID-19: Ambuja Cements and ACC, both part of Swiss cement major LafargeHolcim group, have collectively contributed ₹3.3 crore to three NGOs to support daily wagers, migrant labour, slum-dwellers and homeless stranded across the country on account of the lockdown. SBI Foundation, the corporate social responsibility (CSR) arm of State Bank of India (SBI), has committed Rs 30 crore to implement various COVID-19 relief measures across the country.

As the need to step up relief efforts during the COVID-19 pandemic continues, Coca-Cola in India has committed an initial support of INR 100+ crore towards helping the healthcare system and communities to combat the crisis & contain the spread of the pandemic. The relief programs initiated by Coca-Cola in India aim at benefitting and positively impacting over 10 lakh lives across the country. Expressing solidarity with the government in its fight against the SARS-CoV-2 outbreak, the Piramal Group has pledged ₹25 crore towards the Prime Minister’s Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund). The monetary commitment comes on the heels of the manpower and services that have already been deployed in collaboration with Central and State government entities to address the unprecedented challenges created by this crisis. Many companies including MNC’s are taking sincere efforts towards CSR in combating Covid-19 crisis.

Techie the Matchmaker

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Matchmaking is the word and way of matching two prospect single people together, generally for the purpose of wedding/marriage. In India one of the most successful matchmaking organisation is Bharat Matrimony. In India, Bharat Matrimony is marriage amalgamation service company which not only guide young people, men and women across the world to identify their suitable but also likable life partners. It is an Indian continental online matrimony service company. Murugavel Janakiraman, owner of the Bharat Matrimony founded the company during the year 1977. Over the years the company developed and spread across 130 offices in Pan India. It also has branch offices in countries like Dubai, Sri Lanka, United States and Malaysia. This is to cater to its members and customers not only in India but also beyond India.

The History

Murugavel Janakiraman, don is graduation in the field of Statistics from the famous Madras University. He also did his Mater of Computer Application from the same Madras University. Murugavel started his company the BharatMatrimony as an internet website during the year 2000. When he started the company he was working as a software consultant in USA for Lucent Technologies in the city Edison, N.J. It all happened during the late 1990s that he developed and started a Tamil community web portal. In that portal he also included matrimonial advertisement for the Tail community. He understood the potential requirement for matrimonial advertisement and that lead him to start the company BharatMatrimony. Later he came back to India during the year 2004.

After he came back to India, that is, in the early years of 2000, in India there was a fear among the net users about online payment done to the matrimony portals. His company BharatMatrimony took the initial step of collecting the payment at the doorstep of their customers / members. This is first of its kind in India. The company not stopped with this. They developed and introduced many new value additions and features in their website. Matchboard, Soulmate Search, AstroMatch, and Express Interest are some of the features developed and introduced to help members to make their right matches.

The Growth

Further growth of BharatMatrimony has led to introduce the mobile apps for various mobile phone OS, like iPhone, Nokia and Android in India. They also created an upgraded WAP website. BharatMatrimony specialised in personalizing match making service which is offered to the busy and elite members.

In the year 2006, the BharatMatrimony got a place into the Limca Book of World Records. This is given for arranging the most number of registered and documented marriages initiated through online in India. During that time, the company has achieved one million marriages.

Having understood the requirement, during 2009, BharatMatrimony launched various community portal (more than 200 community portals), to cater for the specific language speaking groups and communities. The company moved to the next level crossing borders and launched web portals in the year 2010 to cater the Tamilians living in Malaysia and Singapore. BharatMatrimony website is in operation in more than 15 Indian regional languages.

During 2014, BharatMatrimony collaborated with several telecom companies. With the help of these companies, launched their Interactive Voice Response (IVR) services for their members as part of the matrimony service. BharatMatrimony users found it easy to send and receive voice messages through IVR service, newly introduced, from prospective matching members right from their mobile devices.

BharatMatrimony.com has developed into a huge company where members can search the prospect partners, men and women, in the company database with searches that can be customised typically to include various nationality, religion, age, caste, sub-caste and geographic location currently employed and with Photos.

The Money

Bharat Matrimony has developed into a company which caters for 15 regional portals and customer database over 2 Crore members. Company earns more than 85% of its income revenues from its members subscription. During 2006 initially, Yahoo and Canaan Partners helped Matrimony.com to raised \$8.65 million. Further, it was followed by a next level of funding amounting \$11.75 million from Yahoo, Mayfield Fund and Canaan Partners. The

second level of funding helped the company to explore more new niche businesses viz real estate and the job portal. Later they realised that there is much more to look for in the matrimonial sector itself. Two years later Yahoo withdrew the firm by selling its stake to a company called Bessemer Venture Partners. Mr. Janakraman of BharatMatrimony.com plans initial public offering having in mind to raise between \$100 million and \$125 million.

The Service

The membership fee starts for three months with a minimum of Rs. 1,790 (US\$38) to a maximum for nine months of Rs. 5,790 (US\$125). There is also a premium customer service with a fee for three months of Rs. 8,650 (US\$180). Being an elite scheme, the service will be provided by a personalised executive who works exclusively for the customer.

The Channels

Some of the channels used by Bharat Matrimony promotion includes private TV commercials, Newspapers and magazines, also the internet. In case of television, a large number of ads been produced and most of the ads have been developed to target the younger generation. The company also collaborate with a number of daily and weekly newspapers, private TV shows etc. Recently, the company has launched mobile apps for all types of mobiles like Android, iOS and Windows Phones with separate portals for various Indian states such as Tamil, Telegu, Hindi, Bengali etc.

As far as Social Media, Bharat Matrimony uses the Facebook, Twitter and YouTube for propagation and promotions. In the Social Media site they included the features like customer testimonial videos, TV commercials and celebrity talks clippings. Bharat Matrimony has both a Facebook App and a Facebook community. The Facebook App is the major websites extension, which allow the users to interact on Facebook..

The Achievements

Murugavel Janakiraman founder of Bharat Matrimony have been the recipients of many prestigious awards. Bharat Matrimony published in Deloitte's as the "Fastest Growing Technology Companies" listed in 2008, 2009, 2011 and also in 2012. BharatMatrimony has entered in the Limca Book of Records for a record number of arranged and documented marriages through online. Mr. Murugavel Janakiraman, CEO was honoured the title of 'Digital Entrepreneur Of The Year' (Gold category) at the WAT Awards, 2012 in Mumbai.

Questions

1. Murugavel is an "Opportunistic Entrepreneur" – Discuss
2. What instigated Murugavel to start the online matchmaking site?
3. How did BharatMatrimony come out of the fear about online matchmaking?
4. Explain the growth strategy of BharatMatrimony.
5. Causes and Consequences of Alcohol Use among Soccer Players:

A Sociological Study Based on Football Clubs Registered in Jaffna Divisional Secretariat

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Introduction and background of the study

Alcoholism is a disorder that is affecting more and more people. These sufferers are well aware of the after-effects of alcohol consumption on the body and therefore the dizziness that occurs in the community and will inevitably give up the habit of drinking against their will and uncontrollably enough. Alcoholism, like drug addiction, is defined as a curable disease (UNHCR 1995). In many parts of the world, drinking has become a social and cultural activity. It is also found in various parts of the world as a major source of revenue for the state. Alcohol consumption is high among young people. Alcohol consumes about one-third of an alcoholic's lifetime (Perinpanathan IA 2007). It is also found among athletes. Young people are generally defined as those between the ages of 18 and 35. However this category also includes men and women but only men will be considered in this study. About 40% of alcoholics in Sri Lanka are alcoholics. In some countries, including Sri Lanka, the per capita alcohol consumption rate is approximately 2.90 - 4.99 liters. (Perinpanathan IA. 2013). Football is one of the most popular sports in the world. Alcoholism is found among different age groups in the world. That habit is also found among athletes in that category.

Alcoholism among footballers can often be traced back to social media (June 2019). As such the study will focus on learning about alcohol consumption among football players and the reasons for it. Football in Sri Lanka was a popular sport as a result of British music. During the 1930s, alumni of the school, along with civil servants, formed clubs for football (Ayasamayasai 2017); Thus the Jaffna Football Association was formed in 1939. The game was very popular in the northern parts of Sri Lanka before the 1983 ethnic violence. (Ayasamayasai 2017). Alcohol consumption in Sri Lanka is very high among men though it is present in both men and women. Thus 69.6% of men in Sri Lanka are found to be alcoholics (Luzhayavarapeya IU 2014). In Jaffna district alone 15 000 liters of liquor is consumed per day (Department of Liquor 2014). It is also reported that up to 247 million rupees a day is spent on alcohol in Sri Lanka (Alcohol and Drug Centre, 2018). Behaviour disorders are said to be caused by the use of alcohol by soccer players to cause dissent among

them and to engage in anti-social activities; Various factors influence a person's alcohol consumption. Thus the hobby is stressful; Unemployment, love failure, peer pressure; Many factors, such as misconceptions and the impact of globalization, influence work fatigue. It is estimated that up to 23,000 people die each year from alcohol abuse in Sri Lanka (data from the Centre for Alcohol and Drugs, 2018). This study will therefore focus on identifying alcoholism among football players and its causes. Celebrations of sports success, entertainment, romantic failures, disappointment, stress, failure in sports, movie obsession, attitudes, and travel restrictions due to covid pandemic etc. are all factors that contribute to alcoholism; Many such factors are due. The study will focus on exploring solutions to the impact of such factors on their sports and other issues.

The importance of research and logical reasoning

Jaffna district ranks first among other districts in terms of alcohol consumption. . They spend a lot of money every day on this wine. Therefore, this study is important in examining the level of its use among football players. The World Health Organization estimates that there are approximately 140 million alcoholics worldwide (as of 2019). So footballers are also a pariah involved in these. So this study is going to focus on exploring that connection. Alcohol causes 38% of the total crime in Sri Lanka (otherwise 2019). So it is possible to know that alcohol can lead to crime. Therefore, this study is important to know whether this condition is found among football players and to come up with solutions. Alcohol poses a challenge to a smooth life and normal course. Alcohol causes a variety of social, economic, physical, and psychological problems, as well as a variety of physical harms for alcoholics. This study is important to focus on in relation to the fact that alcoholism is more prevalent among young people between the ages of 15 and 29 and thus includes soccer players as young people. The study also focuses on finding solutions to the problems that footballers have with their sports and other issues caused by alcohol use. Also, studies conducted so far in Jaffna district have been found to be related to the effects of alcohol. Such as soccer players; Because no research has been done on the detection of alcoholism among; This study is needed to identify alcoholism among footballers. This alcoholism among soccer players leads them to evil desires. Therefore, this study will be helpful in conducting robbery classes on how to reduce alcohol consumption among athletes. Thus we can look at the importance of this study and the logical justification.

Case study (edited version), Grama Niladhari Division –J/67, Football club- Gurunagar singing fish sports club, Age – 25, Religion – Christianity: My name is Geethan (name has

been changed). I am 25. I studied up to Advanced level. I'm a fisherman. As far as my business is concerned I can't guess the right income. I'm fishing with my brother, dad, and brother-in-law. We will earn one lakh a day. Sometimes we will not earn a single rupee. But I'm working harder every day even though we don't earn much.

I like football very much. I have been playing in the football team of singing fish sports club for six years. I don't know why I'm drinking alcohol yet. I like to drink with my friends. That might be one reason. In our area, it is easy to get drugs (coastal area). Due to the love commands of friends during the festivals, I intake more alcohol. No one in my family drinks. I cannot play football like before. I get tired easily due to my drinking habit. I cannot play full time. I feel like drinking when I'm low. My body gets tired easily as going to fishing. So I take this as an opportunity to drink alcohol. The biggest problem in our village is drug use. Recently there is an increase in heroin drug usage. Most of the time, young boys spend their working money on drugs. Even school students spend money on these types of drugs. All the boys have two main issues. One is drinking and affairs with women. Among this drinking habit is dominating. Even though we know that drinking will affect our health, but we drink alcohol in order to forget the tiredness. I have never committed any crime like others.

I'm just drinking by the seaside or else I drink with my friend who lives nearby my house. I started drinking at the age of 20. I was exposed to drugs on the way to school. The first time I drank was when my friends forced me to drink when I was preparing for school student gathering. I have been drinking from that day to this day. No one will ever say that I'm a drunkard by looking at me. I drink toddy, beer, heroin, alcohol and smoking. Mostly I drink beer that is also in night. I buy and drink alcohol on Sundays for some time. The concentration of alcohol I drink is 33.5 %.

I will not drink unless I go to work. A monthly expenses of Rs. 10,000 cost me for drinking. If I don't have money I will get loan from my cousin. I do not involve in any fights at home. Because I'm used to drinking. In my village, adolescents have also started to drink. They think that drinking gives them a form of reputation. I didn't smoke beedi until my advanced levels but I was used to betle and betle nuts and Maava (a drug). No matter how much you do to prevent it, it will not work like increasing the price. The supply of the drugs should be banned. Most of the players who play football now drink. By in taking the alcohol the players are losing the games. I think we can control alcohol consumption in the community by eliminating alcoholism as we each feel.

Debt – Laden Air India Landed into TATA Family

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Air India, India's national carrier that is now going back into private hands, has been one of the most extensive flights service providers in India. Flying since 1932, the airline head quartered in Mumbai. Serves southern and east Asia, the middle east, Europe, Africa, the United States and Canada. Air India, founded by the tata group was known as tata airlines when it came into being in 1932. It has since seen change of name several times, as the private company was nationalized in 1953.

Air India was established in 1932 by the legendry industrialist JRD TATA, who was also India's first licensed pilot. Whose fascination quickly turned into a plan to form India's first commercial Airline. The first scheduled service was inaugurated in the same year, flying mail on some routes for then – imperial airways. However, operations grow quickly, with the airline adding more destinations across India for mail, and then beginning to carry passengers. By the end of the first year the carrier had flown 10.7 tons of mail and 155 passengers, using the De Havilland Puss Moth, as per simple flying. In 1938, the airline was renamed TATA Airlines and expanded internationally for the first time. The carrier added columbo, Sri Lanka to its route map in addition to the dozen or so destinations in India. During the II world was, TATA Airlines plains were all commandeered for military use.

By 1942, TATA was looking to the post war future of the airline and expanding into the west. After India's independence, the government took a 49% stake in the carrier, which had been renamed Air India. Air India made its maiden long-haul flight from Mumbai to London, Heathrow in 1948, a long-awaited step for JRD TATA. However, just 5 years later the government nationalized Air India and took it out of TATA's control. Despite initially being anchored by the move, JRD TATA returned to lead the airline as the chairman soon after. In 1960, with the introduction of the first Boeing 707-420 aircraft, air India started using jets, and 2 years later, in June 1962, it became the world's first all-jet airline. For the next few decades, air India became a house hold name and began to make its mark as one of the finest airlines in the world. It may have been small compared with other global competitors but it

had a kind of service that other airlines talked about with admiration and envy. Air India's exceptional service was on trans-Atlantic flights, where it took pleasure in stealing passengers away from its European and American competitors.

Air India was always known for its interesting advertisement ideas. It is also known for launching tag lines that immediately grabbed the attention of the people. We all are well-aware of the Air India Maharaj that came up with some different and naughtier with every new launch, and it remains to be the prominent part of the company's promotion endeavours.

In 2018, the Indian government tried to privatize Air India by selling 76% of its stake in the national carrier but failed because no private sector buyer expressed interest in the state-owned airline. The government once again tried to sell the national carrier which had by then accumulated debt exceeding rupees 50K crore and other liabilities, however this time the government decided to hold on to 24% of the equity in the airline, it didn't receive a single bid. Air India was back on the strategic sale table in January 2020, this time the government said it would offload 51 percent of its stake in the company. In October, it announced a deadline of December 14. At least 2 bids were received, one from TATA Sons and the other from Consortium of a section of Air India employees and Intergroup INC include, A US based financial Investment Firm. Spice Jet Promotor Ajay Singh was also in the race. In April 2021, the center asked the qualified interested bidders, TATA Sons and Spice Jet to submit the final bids. Tata Sons' winning bid of Rs 18,000 crore for Air India was higher than reserve price of Rs 12,906 crore set by the central government, DIPAM Secretary stated adding that the Centre will get Rs 2,700 crore cash from Tata's for sale of its 100 per cent stake, as per a PTI report. Notably, Tata's winning bid of Rs 18,000 crore comprises taking over of Rs 15,300 crore debt and paying rest cash, DIPAM Secretary added. The central government has laid down certain conditions for Tata. According to DIPAM Secretary, Tata's cannot transfer Air India brand and logo for five years. These can be transferred to only Indian person after five years, PTI reported.

Air India commands more than 16% market share through its international operations. Cost structure plays a pivotal role in the operations and competitive landscape of the companies operating in the industry which consists of fuel, administrative cost, rental of flight equipment, ticketing sales & promotions, user charges, Pax services, flight crew Salary & expenses. The Airline market is facing bottlenecks on its own. Factors such as increasing fuel prices, Long Haul & Short Haul permits, fifth freedom rights, government regulations,

seasonal variance in demand, customer service are some of the factors affecting the operations of the company. As per the reports of DGCA (Directorate General of Civil Aviation) Air India Airlines have a market share of 13.5% in the Indian Aviation market.

Air India along with its wholly owned Kochi based subsidiary Air India Express Limited (AIEL) compete with companies like Indigo, Jet Airways, Go Air, Air Asia, Jet Airways, Spice jet etc. in the national & regional market while Etihad, Oman Air, Thai Airways, Singapore Airlines, Emirates and airlines in the international Market. The TATA's will now be in control of Air India's 4,400 domestic, 1,800 international landing and parking slots at domestic airports, and 900 slots at airports overseas, including the one at Heathrow Airport in London.

Along with the airline, the TATA have also acquired around a quarter of Air India's dues of 615 billion rupees, while the remainder will be transferred to a special-purpose vehicle. However, the company struck an optimistic tone about the airline's future and insisted that they will "endeavour to build a world-class airline which makes every Indian proud".

As a result of Privatization, Air India faced a number of competitors in the market. The first ever domestic competition was Spice Jet started in year 1984, followed by Air Asia in 1993, Kingfisher in 2003, Go Air in 2005 Indigo in 2006 and Vistara in 2013.

During the last one decade, Air India's Market share shown drastic fall. In 2010, the market share of Air India was 17% with second largest Airline in the Market. In 2015, the market share fell down to 15.9% and in 2020, market shares had declined to 10.9%.

The Indian aviation saw the biggest turmoil in Indian aviation scenario with closure of Jet Airways in the beginning of 2019 resulting in big vacuum in terms of capacity and ending with complete lockdown due to spread of Covid-19 pandemic in India with suspension of all scheduled air operations from 25th March 2020. In the beginning of the year, Air India's strategy was to first fill the vacuum created by Jet's closure to minimize passenger inconvenience. Air India is the only airline in India with long haul operations and we have been able to step in to effectively bridge the gap between demand and supply post April 2019. We added some capacity into the system with which we have been able to launch the non-stop Delhi-Toronto, Mumbai-Kuwait, Delhi-Doha, Delhi-Seoul and Mumbai-Nairobi flights. In the India/UK market, we added capacity to Heathrow & Stansted and included Amritsar as one more point to UK. For Dubai, the growth opportunity came up with Jet's

closure and we added more direct flights from interior points in India to connect Dubai. While Air India was successfully plugging the vacuum in the long-haul international market, COVID-19 pandemic engulfed the globe towards end of the year. The global outbreak of COVID-19 pandemic and the nation-wide lockdown imposed from 25th March 2020 and followed by multiple extensions in 5 AI lockdown/restrictions imposed by Central/State Governments had a major impact on the aviation industry. Similar lockdowns were imposed in the different parts of the world as well, leading to a severe dent on the business of the Company. AI had to cease all scheduled domestic and international operations in compliance with the directions issued by the DGCA in the aftermath of the pandemic.

Air India has always been standing by the Nation during any crisis. Air India operated a very courageous first repatriation flight to Wuhan – the epicentre of the Covid-19 virus - to evacuate stranded Indians on 31st January 2020 which scripted history with more to follow. The international borders were sealed all over globe resulting in Indians getting stranded all over the world. The Company, as usual, rose up to the occasion and on the directions of the Government, conducted some essential air operations to mitigate the hardship brought about by the unprecedented pandemic times. This included the operation of non-scheduled flights under the 'Vande Bharat Mission' from 7th May 2020 to evacuate stranded fellow citizens throughout the globe. In addition, AI also operated special charter flights on domestic and certain international sectors to facilitate the movement of essential medical and other supplies to various parts of the country and the world. The international borders are still sealed and therefore, the Government of India has signed bubble agreement with 22 countries purely to serve 3rd/4th freedom market. Currently, AI is operating international flights under these Bubble agreements. Air India's brave hearts of Captains, Cabin Crew, Doctors, Engineers and Commercial staff scripted a selfless rescue act going beyond their call of duty to successfully complete the evacuation of Indian nationals stranded abroad. The resultant socio-economic crisis has had multifarious complexities in the conduct of business or governance. As a Stand-alone company during the financial year 2019-20 the Company had incurred a net loss of Rs.7,982.82 crore as against Rs.8,556.36 crore in the year 2018-19, representing a decrease of Rs.573.54 crore. The number of passengers carried during 2019-20 increased to 22.1 million as against 21.8 million during 2018-19. The Net Loss had reduced by about Rs.573 crore as compared to the previous year approximately and if the impact of IND AS 116 is excluded, the improvement in the performance of the Company was about Rs.2,500 crore. The expenditure item which had the highest increase as compared to the previous year was

expenditure on foreign currency translation as dollar shot up from Rs.69 to Rs.75 to one USD. There was increase in Foreign Exchange variation by Rs.2,456 crore mainly due to impact of IND AS 116 of Rs.2,001 crore and normal foreign exchange variation impact of Rs.455 crore.

The Tata Group owns 30 companies that offer services to customers in a variety of sectors. This comprises the group's product mix. Each enterprise operates under its separate board of directors and is free from the supervision of TATA Sons, the principal investment holding company. Currently, Indian Hotels, Telecom Ventures and TATA Tele-Services (Maharashtra) are the weakest spots for the group. In this scenario, TATA group has won the bid and fulfilled the dream of JRD TATA to bring back the Airlines to the family.

Questions:

1. As a CEO of Air India (TATA Sons), what strategies would be adopted to regain the market share.
2. As a CFO, how would you sort out the financial crisis?
3. As a marketing manager, what marketing strategies would you use to change the customer perception towards the airline?
4. What sort of a digital tools you would implement in order to reach the competitive market?

Indian Education System – Need For Reforms

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Indian Education System – Ancient Times

Historically India had very strong and internationally acclaimed system of education and in ancient India there existed a strong 'Guru-Shishya' (Tradition). India was the centre of learning since ancient times. By developing algebra, algorithm, techniques of surgery, chess etc, India had enriched the education to global level. Inscriptions on stones and copper, palm leaf records and scriptures are the evidences of the historic origins of learning in India. Today, the education system focusses on learning through syllabus, curricula, textbooks and assessment practices. Our ancient education system focused on the holistic development of the student. Indian education system focused on the moral, physical, spiritual and intellectual aspects of life. It emphasized on values such as humility, truthfulness, discipline, self-reliance and respect for all creations.

Sources Of Education

The ancient system focused on the education of the Vedas, Brahmanas, Upanishads and Dharma sutras. Aryabhata, Panini, Katyayana and Patanjali writings and the medical treatises of Charaka and Sushruta were also some of the sources of learning. Sources of learning were drawn from various disciplines such as Itihas (history), Anviksiki (logic), Mimamsa (interpretation) Shilpashastra (architecture), Arthashastra (polity), Varta (agriculture, trade, commerce, animal husbandry) and Dhanurvedya (archery). Gurukuls, also known as ashrams, were the residential places of learning.

Educational centres of higher learning developed, that attracted monastery (monks line and worship). Ancient Education System of India had 93 students from China, Korea, Tibet, Burma, Ceylon, Java, Nepal and other distant countries.

Ancient Universities

In ancient times, Takshashila was a noted centre of learning, including religious teachings of Buddhism, for several centuries. It continued to attract students from around the world until its destruction in the 5th century, and the curriculum comprised the study of ancient

scriptures, law, medicine, astronomy, military science and the eighteen salpas or arts. Takshashila became a famous learning centre due to the teachers' expertise.

Nalanda and Vikramashila in East, Vallabhi in Kathiawad, Kanchi in South and Nadia in Bengal were also the reputed universities in India. Till 17th century, before the invasion of British, India was the richest country and the only source of diamonds all across the world. Owing to its wealth, many invaders invaded India from time to time and looted its wealth as well as damaged its education system. During the period of invasion, the systems were disrupted and over a long period there was no university system existing in the country or organized education system, for that matter.

The great learning centres in ancient India are said to have libraries of their own and worked hard for the promotion of education. The work of many eminent scholars was lost in India owing to invasions. The missionaries in the West coast had burnt many valuable manuscripts. Moreover, many great scholars died without passing down their knowledge to the descendants. The universities were sacked, plundered, looted by the invaders. Nalanda, Vikramshila, Odantapura, and Jagddala universities were destroyed by invaders around 1200 A.D.

Teachers Role

Teachers had autonomy from selection of students to design of curriculum. Once the teacher was satisfied with the performance of the students, the course concluded. Indian grammarian, Panini would admit as many students as he liked and taught what his students were keen to learn. Debate and discussions were the primary methods of teaching and the teachers were assisted by their advanced level students.

British Arrival

A system of communal schools, managed by the village communities were destroyed by the British rule and the Indian education was replaced by introducing English and western system of education in the 19th century. Ancient Gurukul style of teaching was replaced by modern schools and classroom and today's education system focuses more on theory than practical.

Literacy Rate In India Since Independence

Census Year	Persons	Males	Females	Male-Female gap in literacy rate
1	2	3	4	5
1951	18.33	27.16	8.86	18.30
1961	28.3	40.4	15.35	25.05
1971	34.45	45.96	21.97	23.98
1981	43.57	56.38	29.76	26.62
1991	52.21	64.13	39.29	24.84
2001	64.83	75.26	53.67	21.59
2011	74.04	82.14	65.46	16.68

Source: http://populationcommission.nic.in/content/933_1_LiteracyRate.aspx

The census of 2011 shows that around 25% of the population is still illiterate. These figures are very high among women. According to the 2009 Right to Education Act, schooling is free and compulsory for all children between the ages of 6 to 14. However disadvantaged groups still do not have adequate access to education. Most Indian schools have a strong focus on academics, with little scope for creativity and few extra-curricular activities. Traditional schooling methods tend to emphasize rote learning, rather than independent or creative thinking. There is a strong focus on examinations from an early age.

States and Union Territories by literacy rate: 2011

Rank	Persons	
	India/State/ Union Territory *	Literacy rate
1	2	3
1	Kerala	93.91
2	Lakshadweep *	92.28
3	Mizoram	91.58
4	Tripura	87.75
5	Goa	87.40
6	Daman & Diu *	87.07
7	Puducherry *	86.55
8	Chandigarh *	86.43
9	NCT of Delhi *	86.34
10	Andaman & Nicobar Islands *	86.27
11	Himachal Pradesh	83.78
12	Maharashtra	82.91
13	Sikkim	82.20
14	Tamil Nadu	80.33
15	Nagaland	80.11
16	Manipur	79.85
17	Uttarakhand	79.63
18	Gujarat	79.31
19	Dadra & Nagar Haveli *	77.65
20	West Bengal	77.08
21	Punjab	76.68
22	Haryana	76.64
23	Karnataka	75.60
24	Meghalaya	75.48
25	Orissa	73.45
26	Assam	73.18
27	Chhattisgarh	71.04
28	Madhya Pradesh	70.63
29	Uttar Pradesh	69.72
30	Jammu & Kashmir	68.74
31	Andhra Pradesh	67.66
32	Jharkhand	67.63
33	Rajasthan	67.06
34	Arunachal Pradesh	66.95
35	Bihar	63.82

Source: http://populationcommission.nic.in/content/933_1_LiteracyRate.aspx

Indian Education System - ISSUES

In the present scenario, the challenges faced by Indian education system are funding and infrastructure, rural education and literacy, curriculum design, development of distance learning programmes, education privatization and commercialization of education examination reforms, research and innovations, increasing school dropout rates, quality related issues etc. These issues, are to be addressed the regulatory system.

Questions for Discussion

- 1.What are the immediate reforms and strategies to be implemented in Indian education?
- 2.Discuss the role of Government to put back India at par with Global education.
- 3.Discuss the New Education Policy and its role in reforms in Indian Education.

Living Times- Pepperfry ('Happy Furniture to You')

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Abstract:

The “Pepper fry” is a leading furniture company in the city of Chennai and part of a leading business house in Southern India. It had a setup of a world-class manufacturing facility and are in continuous pursuit of improvement to be the best in class. The company has grown notably in the recent years and has clear eyesight to expand in both domestic and international arena. The marketing strategies and their effects of covid were discussed in this case.

Introduction:

The brand name Pepper fry was the largest online furniture store in India, was started in the year 2011 by Ambreesh Murthy and Ashish Shah headquartered in Mumbai. It was specialized in home decor segments like furnishing, lighting, kitchen appliances, housekeeping, bathing equipment and dining.

This ecommerce company has more than 7 million visits on the website every month, more than 4.5 million registered users and subscribers and over 10,000 sellers on board. It has opened over 60 studios in 18 major Indian cities. The concept of renting the furniture started in 2018, which targeted the urban population between the ages of 25 to 35, and is offering over 1200 products on rent for a period of 6, 9 or 12 months, tied up with online classifieds platform Quikr for a furniture exchange programme. Pepperfry.com is the best place to buy metal as well as wooden furniture online in India.

Strength:

It has Omni-channel capabilities, consumer engagement, supply chain, maintenance, exhaustive range, Exclusive Range of Furniture Online, Wooden Furniture in Solid Wood & Sheesham Designs. Other services are offered with discounts & offers on all range of Decor, Modular Kitchen, Carpets, Mattress, Kitchenware and Home Utilities products. Company using the different types of wood like bamboo furniture, denim, jungle prints and neutral palette upholstered furniture, multi-functional furniture, unique metal furniture, and artisan-inspired furniture.

Factors listed to consumer needs by their employees in order to satisfy them better:

- Furniture Placed area.
- Size of the Products.
- Requirement of the furniture like bed, sofa, or cabinets.
- Different Designs of the furniture.
- Strategies adopted by Pepper fry:

They promoted their brand name in IPL Rajasthan Royals to increase the sales and increase engagement. They concentrated all categories of furniture like Kids Room, Living Room, Dining Room, Study Room, Bedroom, and Outdoor Furniture. It concentrates in all four P's (Place, Product, Promotion and Price). The Sociological Model of consumer behaviour explains that pattern of buying are influenced by an individual's place among their family, friends, and workgroups. A consumer decision depends on what is appropriate to their social groups. The company focused on the all Indian festival season with the biggest campaign to attract more consumers to purchase from its website. Especially, company will focus on the social media strategy that includes Instagram, Twitter and Google search. As of now, the return rate of low around 2 percent, and there is COD option only on certain items that do not include furniture products. They accept returns on oversized and damaged products, but this might be a setback for some consumers from purchasing products from Pepper fry. Also, the competition in the online furniture space is increasing with Urban Ladder and Fab furnish. Given that there is an opportunity for the e-commerce portals to grow for another decade or two, there is a huge scope for Pepper fry to stay on top only if the business considers localization and specialization. Particularly, the furniture market is \$35 million in the country and only 10 to 15 percent of this is organized. This leaves place for many players to foray into it.

Mergers and Acquisition

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Study the Matter

Bank mergers across the world are back on the agenda with the economic recovery in Europe and the US also from the worldwide financial crisis and cleaning up of bank balance sheets, the western bank now wants to make a strong profit through an increase in size and mergers. Economy by adding replacement products. The number of bank mergers within the US rose to 302 from 296 in 2017 and may see more consolidation this year with encouragement by the Trump administration, India has also set the ball rolling but the fundamental difference between case reception which is within The West is that New Delhi often faces the compulsion of management inadequacies and inefficient allocation of capital in weak banks under the carpet on paper, mergers create economies of scale and improve efficiency by cutting flab in overlapping sectors.

The Government of India has just started the long-awaited process by announcing a three-way merger between Bank of Baroda, Vijaya Bank and Dena Bank as a test. The aim is to generate operational efficiencies over time by reducing combined operating and financing costs while reinforcing risk management practices, but there is a risk here as they say a rotten apple could spoil the basket

Questions

1. Describe the benefits of the proposed merger of three banks
2. What will be the impact of the merger on the employees and customers of the said banks?

Attrition a Nightmare – Case Study

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Auto Matrix Engineering Co Private Limited has a turnover of 150 corers per annum. This company is known for its quality of products and has a good reputation in the market. Auto Matrix Engineering enjoys the maximum market share in catering the needs of automobile components in India and abroad. Company is located in Pune and has been in the market for the last 20 years. It also caters the needs of USA, Canada and Australian Automobile companies. The company employs about 500 skilled workers and 50 professionally qualified middle level managers along with Director – Operations, Director – Finance, Director – Marketing, General Manager HR and Commercial Manager to meet its business and clients requirements. Auto matrix established by Mr. Paresh Ravel, Managing Director who is a qualified engineer and a technocrat, has nearly 3 decades of work experience in the field of automobile engineering who himself associated with top notch automobile giants India and abroad. The company has been running successfully under his able entrepreneurship of Mr. Paresh for the last 20 years with good cliental support. The basic philosophy of management is to maintain good human relations to treat every individual as a dignified human being in obtaining their cooperation and enhancing the productivity, with this motto the company is able to maintain harmonious relationship with employees.

For the last 2 years on different occasions company's 20 highly placed managers left the company for better opportunities in other firms, with the sudden exit of highly placed managers who has been associated over the years, created chaos in their respective departments, as a consequence, attrition has grown at the rate 12 % per annum which is chronic among supervisory and middle level managerial category in all the departments, despite the relentless endeavors taken by the management to retain the employees.

With this unexpected situation management could not digest the attrition of senior, committed and experienced employees as they were very significant an instrumental in the growth of the organization. Due to attrition heads of departments are frequently replaced, which worsened the situation further, as the newly joined employees are not able to digest the organization culture and its value system. Besides, the attrition caused serious dissatisfaction among the employees at different levels due to abrupt social displacement brought down the

morale of the employees. Fostering good rapport and relationship between the new heads and old employees has become a challenge. All these developments posed a great challenge to HR department in searching the talent to recruit the right people, which resulted into high level of recruitment costs to the organization.

Keeping the developments in mind, the Managing Director Mr. Paresh called the GM – HR to review the situation, during their discussion the General Manager HR explained the reasons for attrition. During their frequency of meetings HR manager revealed shocking information and the behaviour of newly placed Departmental Heads and their inability to handle the employees and how miserably they failed to take the employees into confidence especially in taking decisions and treatment given by the Heads was quite against the organization culture and value system. Mr. Paresh told the GM- HR to take initiative in bringing the entire situation into normalcy as early as possible.

Questions:

1. Analyze the case in terms of its strengths and weakness and identify the main crux in this case.
2. Would you blame the GM- HR and his team for not being proactive in handling the situation?
3. How would you indoctrinate new employees towards organization culture and value system?
4. If you were in the place of GM-HR how you would have handled the situation?
5. Being a HR professional how would you bring the situation to normalcy?

The Unique Strategies And Popularity of Ramraj Cotton

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Executive Summary

Founded in 1983, Ramraj group set out itself to be a leading manufacturer of high- quality garments to enhance the lifestyle of Indian men. The company was constituted by the enterprising technocrat Shri. K.R Nagarajan. Ramraj Cotton's manufacturing units are in Erode, Tirupur, Madurai, Coimbatore, Sankagiri and Bangalore. The company has a network of more than 140 showrooms across South India and tie-ups with 15,000 retailers across the country. The product range covers more than 2500 varieties in dhotis, shirts, t-shirts, shorts, track pants, knitwear, fabric (cotton, linen, silk), accessories (handkerchiefs, belts, towels) and kids and women's collections. This case study aims to analyse the driving goals behind the company, what makes the company to stay focused in the traditional attire, and how they survived in the business world. This study mainly focuses on 'how the blue ocean strategy and branding tends to achieve successes'.

Keywords: High quality garments, technocrat, traditional attire, survival, blue ocean strategy, branding.

Primal Onset

K. R. Nagarajan was born in middle class family. From his school days, he used to read the newspaper from his neighbor's house who is a newspaper agent. One day he came to know that there was a need of a newspaper agent for the selling of a new magazine Balamithra. He wrote a letter to the publisher requesting for 100 books for sales and added that he said that commission will help him to go to the school. There his honesty got appreciated. This was the first money earned by him. His major strength was his poverty. He got good marks in his 10th standard but was failed in first class. There were totally 8 subjects. Typewriting was one of the subjects. He got fail mark as he doesn't have enough money to pay for the typewriting class. On seeing this, his father who is an employee in the town panchayat decided to make him a bill collector. But Nagarajan was not in the mindset of accepting it as he won't gain any experience there. He was even ready to clean the benches in tea shop. As he could learn something there. His father left him in the road where he could see the board of Meenambigai Agency. He got a soap distributor job in that marketing agency with a salary of Rs.60 per

month. He gained a good experience in sales. Then he worked in APT parcel Service Company.

After obtained some experiences, he worked in Vijayalakshmi Kaadi Bundle for 18 months with the salary of Rs. 150. There he would work as a business executive for 15 days in Tirupur where he maintains the accounts, dispatch the received orders and as a marketing representative in Andra Pradesh market for the next 15 days in a month. So, with this he came to know more about the demand of dhotis. He used to note his surroundings. One day he met the weavers who came daily to unload their weaved goods and will get paid which is Rs. 2 for a meter. He noticed that the weavers wore only dhotis and not shirts. He raised his question to the weavers. The respond by them made a spark and that enabled Nagarajan to start his own product. He decided to pay them enough so that they can eat cooked for 3 times a day and afford a shirt.

Picture Of Motive Acquired

In Tirupur Kaadi Trader he made a partnership for 18 months with 25%. He invested Rs. 25,000 and gained an amount of Rs. 85000 with that money he started his business. In 80s exporting business was prospering where Rs.100 Banian can be sold at Rs. 300 in Tirupur. And there was a demand of dhotis. The people who wear dhotis will always carry an extra in hand as of low and poor quality so that they can change. He had a clear value point Quality without compromise

Compassion for the weavers.

Nagarajan made a conversation with his family members, companions and others in the farming and weaving community to make dhotis for him. He made the weavers to use cotton with a higher count. So that the quality is get increased. He started his own business firm with the name of Ramraj Kaadi. In 1983 with one table and chair in a tiny room, he had started his company.

Brand Name: His father's name is Ramasamy. RAM from his father's name and RAJ from his name. He entered into the market for the sales of his dhوتي with Rs. 50 each dhوتي which is Rs. 5 increased. He propelled his own story to several merchants, promising high quality dhوتي at higher prices. He outlined his basic reason for the same and offered to buy back unsold stocks. Later he got feedback from his first retailer to send more stock as people liked his dhوتي and even ready to pay high for good product. In 1987, the name of the company was renamed from RAMRAJ KAADI to RAMRAJ COTTON. There was a need to seal

Mahatma Gandhi and spinning wheel as others will only buy by looking that. But he rejected those suggestions and made to seal only his brand name Ramraj cotton as they are producing only cotton.

Jumping Out Of Comfort Zone

Later the brand was starting to make inroads. Dhotis reached only for those who wear it in home and for marriage and festival occasions. Nagarajan noticed that dhotis were placed at unseen shelves and decided to change the image of the dhotis.

One day Nagarajan was invited to attend a wedding function in five-star hotel. He was not allowed inside the hotel as his outfit is dhoti and shirt others were allowed as they were in western dress. This incident made him to think deep and not the insight of dhotis changes; he would not be able to build a business. He then shifted himself to wear only dhoti and shirt where ever he will go. The other thing is a man in higher position rather wore dhoti and should be respected by everyone. And his family members also told him to wear pant when he would come for any shopping or theatres.

With all these incidents he decided to enter into the advertising, except with a positive spin. The model gets down from a Benz car (not a cycle), the security guard bows to him (doesn't deny him entry), he is ushered into a board room where rich and powerful people are waiting for him (he is not made to wait, as Nagarajan was made to wait in some places), he talks on equal terms with government officials, a young girl gives him a rose (Nagarajan faced resistance from his own family members), musicians pause when he passes by (their job requires intense concentration), and even an elephant (many believe the animal get agitated by white clothes) bows to him. Salute, Ramraj salute, became one of the catchphrases at that time.

Modern Outlook

Nagarajan thought of why a dhoti wearing mindset can be induced to the children? He can't make direct impact on the children but can to the parents. So, he introduced Little Stars where he can produce kids' dhotis and kids' shirt. Later Nagarajan looked for the complications among the youngsters. The black belt was put back by white belt which would invisible into and out of the shirt. Later, Velcro dhotis are produced for pick out sales and pockets in dhotis for the possession of wallets/mobiles phones. Actors like Jayaram, Rana Daggubati, Ravichandran Ashwin and Venkatesh are the advertising representatives.

Direct Assessment From Customers

The best markets are always creating relationships. Relationships with customers, brands and other marketers. Nagarajan used to meet his retailers and customers as much as possible. So that he would understand the customer needs. The feedback enables him to make right decision. This drives him to create new innovative products like white belts.

Ramraj Dhoti Campaign

Ramraj cotton has launched its long-term 'Ramraj Vesti (dhoti) campaign from January 1 to 7. The motive of this campaign is to make the youngsters to wear dhoti, which is considered the traditional attire for men, particularly in South India. The need of dhoti would be peak during festival seasons like Deepavali and Pongal. The remaining seasons is rather dull and cannot afford the employees to work throughout the year. This campaign will boost the weaver's interest. The dhoti week was introduced in the year of 2016.

Products of Ramraj

They produce dhotis which includes single dhotis, double dhotis, gold jari border dhotis, silver jari border dhotis, readymade pocket dhotis, devotional dhotis, panchakachams, anti-viral dhotis, premium dhotis, dhoti combo set. They produce varieties of shirts such as cotton white shirts half, cotton white shirts full, smart fit white shirts, linen cotton white shirts, pure linen white shirts, cotton cream shirts, formal colour shirts half, formal colour shirts full, silk cotton colour shirts, pure linen colour shirts, stain guard white shirts, kurta/pyjama set, colour kurta tops, jackets.

They produce dhoti/shirt set like anti-viral dhoti set, vestee & T-Shirt set, matching border dhoti set, jari fancy dhoti set, wedding collection, adjustable dhoti set, and father and son combo. They also produce t-shirts which includes collar t-shirts, premium t-shirts, round neck t-shirts, graphic t-shirts. They produce men's inner wear like Banians/vests, briefs, dhoti shorts, trunks, boxers. For women they produce Kerala cream sarees, Cotton sarees, night wear set, night wear pant, leggings, shorties, chemise/camisole, and panties.

They produce accessories like dhoti belts, hammok, hand kerchiefs, towels.

Recently the company produces face mask. Why to buy Ramraj Products? All the products are made from pure cotton. Quality is far good and even with an affordable price. Matching shirts are available for dhotis. Ramraj cotton is one go-to brand for shopping the best cotton clothing for men. The hospitality in their outlets is much unimaginably good. Growth of new

showrooms across the nation. Increase in demand for traditional attire due to sales of their product that come with online purchasing platform. Their stable growth in employees is a reciprocation of widening the market range.

Diversifications of Ramraj

Ramraj also owns Ramyyam which is started especially for women. It produces kovai cotton sarees, pants, and leggings for women. Ramraj had added diversified products such as pure silk shirts, ladies wear, new premium inner garments, T-shirts, linen shirts and kids wear. The shirt priced between Rs. 600 to Rs. 6000. At present, almost 50 percent of the turnover comes from Tamil Nādu, while the rest is from other states of south India. The dhoti business accounts for 70 percent of its turnover. Ramraj cotton had a turnover of Rs. 1300 crore. There are 4258 employees working in Ramraj cotton.

Uniqueness Of Ramraj

Ramraj Cottons was the first company to introduce “Holding straps” and “Pocket” in dhotis.

“Learn from the experience of successful entrepreneurs and use their strengths and weaknesses to build your success plan”. - K.R Nagarajan

With only his 7 years of practical working experience he started his own RAMRAJYA. According to him the following things to be learnt before starting a company Finance, Capital, Product, Administration, Marketing, Presentation or advertising.

Surviving Strategies Of Ramraj

Innovation is all about taking the optimizing risk. Only 3% of the people who takes the risk succeed. There should be some framework who is all taking the risk and most of us won't jump into the innovation as we know it is risky. The company actually opted Blue Ocean Strategy without knowing that the company actually applied the strategy.. The strategy includes what the company eliminates, reduces, raise, and creates.

This is a risk-free strategic innovation formula implemented without knowing that the company is using this kind of strategy to stand in the textile market. The company created a new demand, new market for dhotis, untapped market space and greater opportunities of highly profitable growth.

Challenges At Present

Online platform: After the huge reach of Ramraj among the customers they made their presence in online. They had made their own website. In the end December 2021, Christmas

was celebrated. There raised an issue of fake news among the Indian people. The news was the company is providing Rs. 20,000 cash prizes for the winners as the Christmas gift. This couldn't be found in the official website of the company or any other platforms like Facebook, and Twitter. The company mentioned that Christmas can be celebrated with the gift vouchers. But these are to be purchased by the customers by paying. Their official website services are being modified. The companies raise their online sales but the response rate was not that much effective. The search traffic for each targeted keywords that are frequently used by the customers should be improved.

How Covid 19 Affected The Business?

In the earlier stage of the lock down Nagarajan thought, that would get end within one week. He was not expected that it gets extended. He had a fear and was pointless about the weavers. There was no real platform to sell his products. His carried out only confidence with him. He came to the mindset of there would be some missing pages in between of balance sheet of the year 2021. The money earned by the company in the year of 2020 is been used in 2021. His weavers were not given up by him during the crisis. The positive attitude of Nagarajan and his persistence drives him towards success.

Online Service Vs Retail Marketers

With the evolution of online shopping, there came the chances for the retail market to get affected in a way. According to Nagarajan, personal rapport would bring off in the business. He has a good rapport with his 1500 retailers and even customers. That establishes trust between him and his retailers and enables for higher order. This might be a reason why the business has not entered into the concept of franchise.

Questions For Discussion

1. Identify the marketing strategies of Ramraj cotton can use to overcome the challenges?
2. Other than retailing, exporting and distributorship, what other models will be suitable for this company?
3. What are the innovations made by the company for the past one year?
4. What kind of Ramraj cotton products was most appealing?
5. Study the trends in cotton industry and analyse the indirect competition it might face the industry

Resources for Sustainable Life-Style

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Introduction

Nowadays people are coming out with some new creative ideas for their sustainable lifestyle without depending on others hands. As newton's third law states that "everything we do has some reactions according to the thing we do". Which means avoid usage of all things unnecessarily , so that it can be useful for another day or for our future generations.

“Sustainable development is a masterful tool of meeting our own needs without depending on others and also it helps our future generation not to do the same.”

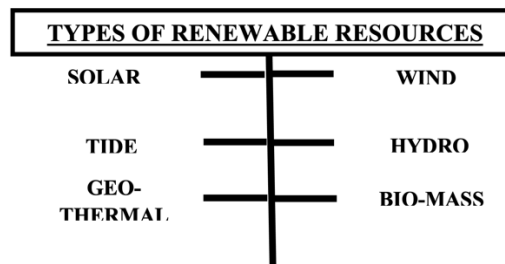
Some of the resources for sustainable life-style are Save energy, Eat less meat Use reusable alternatives, Go paperless ,Use renewable energy ,Recycle and reuse, Grow your own produce, Donate unused items, Save water, Buy fair trade products ,Drive less ,Don't waste food, Wear sustainable clothing, Use eco-friendly cleaning products.

This Case paper is going to deal and concentrate on the renewable energy for the sustainable life-style. By using this renewable energy we can able to create more electricity with different forms of renewable energy. It is also considered to be sustainable activity by using the renewable resources. Because in near future the world is going to face the power crisis, so before that these sustainable activities will be more useful to avoid the upcoming crisis.

Renewable Energy

Renewable energy is a source where it is collected from all renewable resources which is fully naturally build up on the human timescale. This renewable energy consists of totally 6 types based on their operations and modes. It is contrast to the fossil fules and also more useful towards the mode of operations. It is very easy to use and fulfil the needs and demands immediately. It is a repeated process and it cannot be easily run out of stock because it is through the nature mode.

The main or core operation for this renewable energy is off the nature. From the help of nature the operation for the generation of electricity can be done easily. The main purpose of the renewable energy is to get the electricity. It can be done with the help of the core element natural resources. There will be very less amount of waste and pollution effects due to the usage of natural resources.



Solar Power

From the above six we all know the two major electricity extract from the natural sources i.e. solar and wind. Solar is operated by the usage of the core element sunlight and the wind is operated by the usage of the core element air. As we all know that electricity is mostly taken from the wind energy and the usage of that is very high that too especially in India. To support that stream solar energy came into the picture for the generation of electricity. In India first solar power plant in opened at Punjab in the year 2020 and now it is very successfully in running status.

Working Of Solar Energy

Solar energy is working with the help of the solar panel which that panel consists of semiconductor materials like germanium (Ge) , and silicon (Se). This solar panel works by allowing the photos to knock the electrons free from atoms and then it combines as + and – then sends to the battery. The generator is fixed near by the solar panel to change the output medium from the battery. Finally the generator will give the output in the form of electricity.

Types of solar energy

There are **three** types of solar energy:

1. Photovoltaic solar energy
2. Solar thermal energy
3. Passive solar energy

When comes to advantages of solar energy

1. 100% Inexhaustible energy
2. No toxic pollutions
3. Reduces the use of fossils
4. Gives competitive advantage to wind

About Shiny Power Solar Company

The shiny power solar is a Indian based company which deals with the solar energy services. The company's product portfolio are solar module, solar cells , solar panel and other solar products and provides the EPC i.e. [engineering , procurement and constructions] services for the solar power plant. It is established in 2007 in Maharashtra , Mumbai. In 2012 they build 100 MW solar project at the NP Kunta Ultra Mega Solar Power Project in Anantapur, Andhra Pradesh. In march 2014 they transport 1 GW solar modules worldwide , is the first Indian company to do that kind of large transportations. Their market share is of 5.6% when comes to the EPC services. The company completed the world's largest solar rooftop installation in June 2017.

The rooftop project built on the cricket stadium in Mumbai, India will generate more than 1 million units and will reduce the power consumption by almost 35%. With these achievements the company had a name of most preferred solar energy suppliers and also excellent in EPC services with proven capability , design and commissioning of projects with the decent price for all their product portfolios

Ultratech Cement Joins Hands With Shiny Power Solar

Ultratech cement is a good company when comes to production of cements and their marketing methods. They procure more cements with the consumption of more power [electricity]. According to the norms of government the manufacturing company who consumes more power for their mode of operation to complete the product ,they should purchase minimum specified quantity of their requirements from renewable energy. This norms is as per the Indian electricity act ,2003 and this act is named as RPO [Renewable purchase obligation]. This act is brought for main purpose of the promotion of the renewable energy and also tells the people that there different forms of renewable energy which can be used to convert as electricity. So, as per RPO regulations this UltraTech cement also needs to build the their 25 solar power stations of 100KWP each at 6 facilities where that 6 are in 5 different states in India. They asked the help from the shiny power solar for their requirements of solar energy and for their EPC services. Since shiny power solar is number 1 in the EPC service the UltraTech cement had no other options or substitute on asking the help for their renewable project.

Challenges of the Project

The management of project for their different sites . i.e. [To make sure the project gets delivered with proper raw requirements with the timely-delivery]. Due to different sites the customization will be a huge challenge. Team co-ordinations from different sites. Employees availability will be another challenge due to different sites. Logistics problem of raw materials. Cost and quality. Design should be suitable for the different locations.

Discussion Questions :

- 1.For the sustainability of life-style what renewable energy that you would go with, apart from solar energy ? and why ?.
- 2.What are the strategies that you prefer for solving the challenges of the project of UltraTech cement and shiny power solar ?
- 3.Assume you are the head of shiny power solar and tell what are the strategies that you would prefer to withstand in the market as same as king in solar now?

‘Fall of Turkish Economy- Where Things went Wrong?’

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Abstract

Despite the pandemic, Turkey was still trying to stave off a financial meltdown. The crisis has accelerated because of President unorthodox policies. The Turkish president, who has ruled for 18 years, has long resisted that painful prescription, but his determination to lower interest rates even as inflation tops 21 percent threatens to tip Turkey over the edge. The value of Lira has nosedived in recent times and times and with the currency devaluing steeply, import prices are on the rise.

There are food shortages, and the youth unemployment rate is 25 percent. The president's popularity is eroding, and his opponents have become more assertive. This case covers the deep financial crisis in Turkey and the factors contributing to the fall of economy in the country. The political unrest and the impact on lives of individuals and economic activity is a critical part of discussion in the case.

Keywords: Turkey, Financial Crisis, Economy, Lira, Economic Meltdown.

Rise of Turkey as Emerging Economy

“Life was beautiful till 2020 in the most serene county of the world till 2020, Lately, the economic upheaval began to take a toll on their life” described one couple living happily married life for last 20 years with 2 kids. He was living a good life with a satisfactory job and a small self-owned house. This is the story of many in turkey at present.

Despite the pandemic, Turkey was still trying to stave off a financial meltdown. The crisis has accelerated because of President unorthodox policies. The Turkish president, who has ruled for 18 years, has long resisted that painful prescription, but his determination to lower interest rates even as inflation tops 21 percent threatens to tip Turkey over the edge. The value of Lira has nosedived in recent times and times and with the currency devaluing steeply, import prices are on the rise. Turkey's economy has been one of the fastest growing in the world in recent years, beating even China and India. Turkey's economy soared into 2018, bringing with its world-beating growth rates as well as long-term threats. In the second quarter of 2018, the country's gross domestic product climbed by 7.22 percent. As demand rose, foreign dollars poured in. One of the effects was a stronger lira. Lower borrowing rates were another aspect that benefitted business.

Turkish enterprises, meanwhile, were expanding their boundaries and accumulating debt. Importantly, Turkish enterprises took out large amounts of debt in dollars and euros. Debt in foreign currencies, on the other hand, aided that expansion. Turkish banks and businesses

raked up debt in US dollars at a time when central banks throughout the world were pumping money into their economies in the aftermath of the global financial crisis. Turkey's fiscal and current accounts were both in deficits as a result of this borrowing, which supported consumption and expenditure. When government expenditure surpasses revenue, the former occurs, but the latter occurs when a country purchases more products and services than it sells.

Shifts in policies introduced by Mr. President

Mr. Erdogan has had success in the past with his bold pro-growth measures. He has undertaken costly infrastructure projects, courted foreign investors, and pushed businesses and consumers to take on debt since taking office in 2003. The expansion was rapid. During Mr. Erdogan's first ten years in power, "Turkey was thought to be an economic miracle." Poverty was cut in half, the middle class grew by millions, and foreign lenders were willing to give. Mr. Erdogan's insatiable appetite for expansion, on the other hand, became untenable. The giddy borrowing, on the other hand, did not slow down.

High interest rates enticed international investors to take on the risk and continue lending, but also hampered growth. Mr. Erdogan refused to accept this trade-off and continued to encourage low-cost borrowing even as inflation rose, and the value of the currency fell. And he argues that high interest rates produce inflation, despite the fact that it is low interest rates that promote inflation by putting more money in circulation, encouraging people to borrow and spend more, and driving up prices. The economy swung back and forth between these opposing agendas until 2018, when rising political tensions between Turkey and the US led the lira's value to plummet.

The political impasse subsided, but the underlying economic issues persisted. The borrowing frenzy persisted as Mr. Erdogan continued to press state banks to give low-cost loans to individuals and companies. When the president pressed the central bank chief to cut the 24 percent interest rate in 2019, Mr. Erdogan sacked him, signaling the start of a trend. Turkish banks began selling off their dollar holdings to prop up the currency. Those dollar reserves are rapidly depleting. The coronavirus pandemic's worldwide economic slump has contributed to the tensions by reducing sales of Turkish goods throughout the world. Tourism, which was once one of Turkey's most vibrant industries, has also been severely harmed.

Mismanagement of the economy

Many analysts believe that if Turkey's central bank had been allowed to perform its job, it would not have ended up in this situation. The Turkish economy has been "overheating," with inflation. Country is experiencing a currency calamity due to the Turkish lira hitting record lows against the dollar. Raising interest rates may have aided in containing such a large rise in consumer prices: Higher interest rates tend to entice international investors who require the lira to purchase Turkish assets. As a result, the currency may strengthen, lowering the cost of imports and easing the burden of repaying foreign debt.

Erdogan, on the other hand, has stated that lower interest rates are necessary to maintain growth. Experts say his influence on the country's central bank has harmed investor trust.

The Political Viewpoint

Government interference in monetary policy and Central Bank independence are causing concern among policymakers and investors throughout the world. President Recep Tayyip Erdogan's economic strategy has been causing increasing worry. He has been chastised for keeping interest rates low for so long, despite inflation being three times the central bank's objective. Turkey has limited alternatives for getting out of the issue unless interest rates are raised and monetary policy is tightened. The Turkish Central Bank has now realized this, and the Turkish government has been steadily hiking interest rates in Turkey for quite some time now in order to prevent bank accounts from drying up and bring the economy back into balance (increased interest rates attract deposits and discourage borrowing and consumption). However, the issue is still out of hand.

The Current State of Turkey

Even though inflation has increased to approximately 20%, Turkey's Central Bank has slashed borrowing prices by 4 percentage points since September, in accordance with Erdogan's intentions. The rate cuts have prompted questions about the bank's independence, and the country's unusual monetary policy has frightened international investors, who are selling Turkish assets. Turkish residents are also racing to change their savings into foreign currencies and gold in order to hedge against rising inflation. As a result, the Turkish lira has been falling to new lows versus the dollar and the euro, having barely recovered from a currency crisis in 2018.

Impact on People

The depreciated lira has pushed up costs, increasing the value of imports, petrol, and everyday items in Turkey, which relies on imported raw materials. Meanwhile, rentals have soared, and property sales prices, which are mostly supported the dollar, are rising. Long lineups develop at kiosks selling bread for a lira but bakeries and supermarkets every morning. Businesses would rather keep things than sell them since they believe they won't be able to replace them.

A decade of unorthodox monetary policy has built up enormous vulnerabilities. Turkey has been weak over time due to a poisonous mix of geopolitical tension, a deluded political power game, and weakening economic fundamentals. What Turkey requires is a well-thought-out and inclusive stabilization plan that has broad public support and has central bank independence at its center. With or without a shift in power, this is exceedingly unlikely to happen under the existing all-powerful presidential administration.

To Discuss

1. What factors leads to financial turmoil in the turkey Economy

2. Turkish economy would eventually recover, what challenges would country will face to keep a check on unemployment rate from increasing

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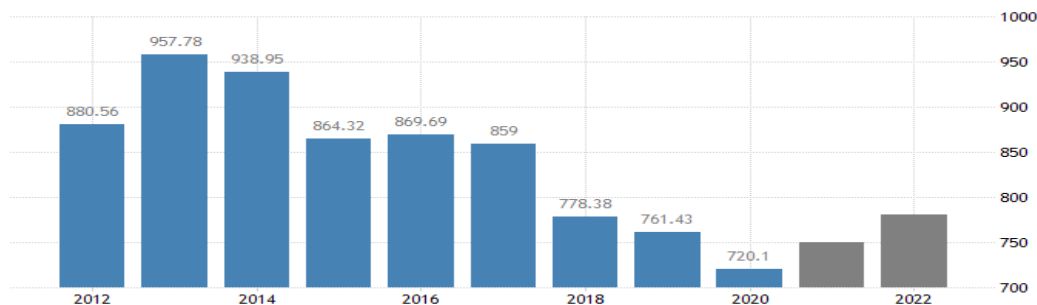
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Exhibit 1: Lira Exchange rate to **USD**

Year	2005	2006	2007	2008	2009	2010	2011	2012	
USD/TRY	1.344	1.428	1.303	1.302	1.55	1.503	1.675	1.796	
Year	2013	2014	2015	2016	2017	2018	2019	2020	2021
USD/TRY	1.904	2.189	2.72	3.02	3.648	4.824	5.682	7.023	13.496

Exhibit 2 : GDP of Turkey in Last Ten Years



Source: Tradingeconomics.com

Reverberation of Wine In India

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RED WINE is an alcoholic beverage with an alcohol content ranging between 6- 16%. Grapes are the mandatory fruit which is used in the extraction of a varied variety of wines worldwide. The history of wine starts from the 2000's , such that the India is an evolving market for sales of wine. India has the apt climate for the harvest of grapes and its main wine-producing states are Maharashtra and Karnataka respectively, who rule the market for an extraordinary grapes for wine making. Till some time back, wine was not popularly consumed in India, as it was quite difficult to pair up the flavour of wine with typical Indian curries.

Wine consumption is still at its nascent stage in India. Although combining wine with the spicy Indian fare has not been easy, the market has slowly evolved, and certain sections or classes of people do associate different foods with a wine of their choice. For instance, grape wine consumption has increased phenomenally in India. There are states like Maharashtra where the regulations of grape wine production are relaxed; there are about 20 grape wine producing units, and a few more are on the cards. Brands such as York Arros, Sula rasa, Grover are the popular Indian branded Wines. Red wines are popular in India as a result of having been promoted to health- conscious consumers. However the overall per capita consumption is much lower in comparison with the other countries.

The concept of consuming wine in India is an extremely sensitive issue, owing to the many sections in the population such as Sikhs, Buddhists and Jains, who protests and certainly monitors over the consumption of alcohol. This is an instance of social class and the moral judgement playing a significant role in influencing consumption patterns. Moreover, the import duties imposed on the wines from other markets are high, making them quite expensive. Wine consumption in India currently is minuscule, with the annual per capita consumption estimated to be less than 10 millilitres. Nevertheless, the overall consumption is growing at the rate of 25- 30 % , which is a good indicator of the market potential.

While it is popularly said that taste is nothing but a reflection of social class, it is evident that in India poverty is one of the major hindrances to market growth, thus wine is still considered a drink only for the financially well- off classes.

Question

1. Why do you think wine consumption differs by social class in India?
2. How do you think the recession in the late 2000's might have affected wine consumption by the social class?
3. Do you think the lower import duties will lead to the higher wine consumption in India?

Environmental Scanning and Strategizing for Tata Motors

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Introduction

Tata Motors Limited is an Indian multinational automotive manufacturing company, headquartered within the city of Mumbai, India which is a component of Tata Group. The corporate produces passenger cars, trucks, vans, coaches, buses, luxury cars, sports cars, construction equipment formerly referred to as Tata Engineering and Locomotive Company (TELCO), the corporate was founded in 1945 as a manufacturer of locomotives. The corporate manufactured its first commercial vehicle in 1954 in a very collaboration with Daimler-Benz AG, which led to 1969. Tata Motors entered the passenger vehicle market in 1988 with the launch of the Tata Mobile followed by the Tata Sierra in 1991, becoming the primary Indian manufacturer to attain the potential of developing a competitive indigenous automobile. In 1998, Tata launched the primary fully indigenous Indian railcar, the Indica, and in 2008 launched the Tata Nano, the world's most affordable car.

Tata Motors acquired the South Korean truck manufacturer Daewoo Commercial Vehicles Company in 2004 and purchased Jaguar Land Rover from Ford in 2008. Tata Motors' principal subsidiaries include English premium car maker Jaguar Land Rover (the maker of Jaguar and Land Rover cars) and also the South Korean commercial vehicle manufacturer Tata Daewoo. Tata Motors encompasses a construction-equipment manufacturing venture with Hitachi (Tata Hitachi Construction Machinery), and a venture with Fiat Chrysler which manufactures automotive components and Fiat Chrysler and Tata branded vehicles. On Oct 12, 2021 private equity firm TPG invested \$1 billion in Tata Motors' electric vehicle subsidiary. Tata Motors has auto manufacturing and vehicle plants in Jamshedpur, Pantnagar, Lucknow, Sanand, Dharwad, and Pune in India, as well as, the UK, and Thailand. Its research and development in Argentina, Republic of South Africa centres in Pune, Jamshedpur, Lucknow, and Dharwad, India and Asian country, the UK, and Spain. Tata Motors is listed on the BSE (Bombay Stock Exchange), where it's a constituent of the BSE SENSEX index, the National securities market of India, and also the NY stock market. The corporate is ranked 265th on the Fortune Global 500 list of the world's biggest corporations as of 2019.

Tata Indica (first generation) Tata launched the Indica in 1998, a totally indigenous Indian railroad car tailor-made to suit Indian consumer needs though styled by I.D.E.A, Italy. Although initially criticised by auto analysts, its excellent fuel economy, powerful engine, and an aggressive marketing strategy made it one in every of the best-selling cars within the history of the Indian automobile industries. A more modern version of the car, named Indica V2, was a significant improvement over the previous version and quickly became a mass favourite. Tata Motors also successfully exported large numbers of the car to African nation. The success of the Indica played a key role within the growth of Tata Motors. One of India's most ambitious businessmen and also the chairman of Tata sons, Ratan Tata has been credited for revolutionizing the Indian car industry single-handedly, by producing a number of the foremost successful cars the country has ever seen. Initially Tata motors were lack in environmental scanning, in order that after releasing the Indica they failed to launch the other variants of car, they were launching back-to-back hatchback cars. Thanks to their lack, Tata motors sales were decreasing and that they took decisions to sell the car division of Tata motors.

However, his journey within the car segment wasn't that easy. The course of his career and therefore the entire country's car market would be different if American carmaker giant Ford had bought Tata Motors back in 1999. Interestingly, Ford was ready to shop for Tata but Ratan Tata changed his mind after he felt "humiliated" by Bill Ford. In the 1990s, Tata Motors developed India's first-ever indigenous car named Indica. it absolutely was a breakthrough moment within the Indian car market history as all the previous cars were either sourced or were made in partnerships with foreign countries. However, the Indica couldn't yield results and generate desired revenue for Tata Motors because of low sales and therefore the company started feeling the pinch. Soon, Ratan Tata understood the matter and decided to sell the car division to save lots of his company. Together with a team, Ratan flew to Detroit, Michigan within the US where he met Ford chairman Bill Ford. The meeting lasted for 3 hours during which the Indian conglomerate was apparently 'humiliated' by Bill Ford who went on to mention that he's doing a favour on Ratan Tata by buying his car division. Tata delegation was also told that they do not fathom cars and so, shouldn't have started the car division.

Ratan Tata came out of the meeting and decided to not sell his car division to Ford and instead returned to figure even harder on his company. Nine years later, in 2008, the US market collapsed, affecting the complete world and economies. However, Tata stayed stable and turned the tables. Ford was on the verge of bankruptcy and was searching for an appropriate buyer for his or her Jaguar - Land Rover (JLR) division. Tata saw this because the perfect opportunity and acquired the coveted brand for \$2.3 billion. Ford chairman Bill Ford thanked Ratan and said "you do us an enormous favour by buying JLR."

The Tata Nano: The People's Car

Managers at Tata's Nano have to examine three inter-related environments so as to come back up with an efficient strategy. The three inter-related environments are – industry environment during which the corporate operates in, the geographic market or country during which company operates, and wider socio economic / macro environment. PESTEL analysis is especially the assessment of macro environment factors.

Ratan Tata talked about how he got the concept about making a car like Nano. He said that he saw a family of 4 sitting on a motorbike in heavy Bombay rains. He also went on to feature that by the time they launched the Nano, their production costs were higher but they'd made a promise and that they delivered. This is often the core level of environmental scanning. Scanning what people need and delivering them the customer satisfaction is environmental scanning. After the problems that environmental scanning affects the corporate, Tata motors always be beware on this environmental scanning because till date they scan what's customer need and delivers it to the customer. TATA PUNCH which they launched October 18 2021, for this price range, the corporate delivers what the customer needs and delivers it to the customer. The Tata Group will invest Rs 5,000 crore to make a facility which will manufacture components for iPhone-maker Apple. Tata Electronics, a brand new entity, was allotted 500 acres by TIDCO (Tamil Nadu Industrial Development Corporation) for the mill at the commercial complex in Hosur. We will find the environmental scanning implemented in these areas too.

Around the world, the automotive industry is at the cusp of a serious transformation. Because of growing concerns associated with the environment and energy security, automotive companies are reducing their tailpipe emissions and, at the identical time, are trying to find renewable sources of energy. Globally, countries are rapidly adopting electric vehicle

technologies and gradually phasing out fossil fuel-based vehicles as a component of their concerted attempt to combat global climate change and rising pollution in cities. The recent WHO study has revealed that India harbours 14 out of 15 most polluting cities within the world. To reverse these disastrous effects on the environment, the perfect scenario of getting 100% electric vehicles on road by 2030 will reduce the urban pollution by 30-35 %. Thus, for India, electric mobility presents a promising thanks to balance its needs on energy security in addition as environmental protection.

Tata Motors, have made commendable strides in developing a comprehensive approach to deal with the barriers to line up an electrical ecosystem. We've got offered a large range of 4 wheelers to deal with the matter of lack of choices of multiple products with optimal range. A serious reason on why the adoption of EVs still remains in its nascent stage is that the unavailability of charging infrastructure. Hence, they're currently working towards providing charging solutions for all key use cases. Furthermore, they're expanding their reach of EVs to wider customer bases. Tata Motors will invest the maximum amount as \$2 billion (Rs 15,000 crore) over the subsequent four years to launch 10 new electric vehicles even as its broader passenger vehicles division hopes to show around and generate free income by 2022-23.

Tata Motors is already the leader within the electric passenger vehicle segment with a share of quite 70%. EVs are gaining popularity with the govt. offering incentives to consumers to modify over from petrol and diesel vehicles while imposing stricter emission curbs on automakers to tackle pollution in India, home to a number of the world's most polluted cities. Improving charging infrastructure is additionally encouraging more consumers to go for such vehicles. Additionally, a steep increase in prices of combustion engine vehicles post-implementation of Bharat Stage-VI emission norms and rising fuel prices is additionally causing a shift towards EVs. Stakeholders are excited to partner with Tata Motors on their mission to steer the electrification of passenger mobility in India. There's significant momentum around India's EV movement, supported by the government's vision and policies, in addition as growing consumer demand for greener solutions.

Tata Motors' Nexon EV has been a runaway success within the personal EV space, racking up the best sales numbers to date. Nexon EV, powered by a 30.2 kWh battery pack encompasses a claimed range of 312 kilometres for one charge. Tata's Nexon EV managed to crack the market and an honest number of individuals bought it. The impressive part of the story is that of the entire sales of two, 959 units, the Nexon EV accounted for two, 086 units

(2,200 units since the launch) about 70 per cent of the full industry sales and 4-4.5 time's growth for Tata's EV sales (it started selling Tiger EV before Nixon). Thus, the whole growth of electrical car industry has been driven by Nixon EV. Tigor EV are at a unique price point than Nexon EV. Tigor EV gives us the advantage of a rather lighter car. So, we are going to be able to offer similar reasonable range and performance with a smaller battery pack, which translates into a lower cost said by Vivek Srivatsa. Tata Motors is now functioning on alternative plans for its small car Nano whose sales have fallen making its production not a viable proposition. Asked about the longer term of Nano, COO of Tata Motors Satish Borwankar said "going forward, alternative plans for Nano is being considered. Despite the ambitious project of Tata Nano failing to require off despite numerous attempts by Tata Motors, it seems that the corporate is refusing to contribute the towel for the tiniest and affordable car within the world. Instead the corporate now plans to re-position the Nano as an electrical car. The car has come under severe scrutiny recently as Tata Sons former Chairman had target the car as being a reason for the corporate's woes and a problem on the finances of the company. This has forced Tata Motors to contemplate the re-positioning of Tata Nano. Tata Motors recently announced its plans to enter the electrical vehicle space and this model wouldn't it a platform to create a start. Tata Motors will supply complete Nano body shells without the engine and transmission to Coimbatore-based Jayem Automotive who will manufacture and market the EV. Jayem Automotive features a long-standing association with Tata Motors and recently entered into a joint-venture with the automaker to develop sporty versions of select Tata models. Whilst this plan is for the Neo to be sold under the Jayem brand, Tata Motors too is probably going to own its own version of the Neo within the future. Jayem will supply the primary batch of 400 Neos to taxi aggregator Ola Cabs at launch. The Neo won't remain a fleet-only option. There are plans to launch a more powerful version of the Neo for personal buyers too, but this might be with a Tata badge. However, this strategy of converting a failed model into an electric car is not a unique strategy used by an automobile company in India.

Questions:

- 1.What will happen to Tata Motors if they didn't do any environmental scanning to their product?
- 2.Will the strategy of vision be successful for Tata Motors? If not, suggest appropriate vision. Will electric OLA cabs boom like petrol/diesel cab services?

Techno Man Pvt Ltd- A case Study on Role Position

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Abstract

The Case study explains the behavioural changes among the two different position in the organisation. Two friends of same age, same experience, same performance level, same B School, same year of outgone batch differs in their behaviour as it is needed for the position held. One among them resigns his job without understanding the partial behaviour of co-workers. The General Manager resolved the problem with clear explanation of all the incidence and reasons for the partial behaviour .

Keywords: Role position, partial behaviour, Employee Counsellor, Finance process

Executive. Mr. Ramu and Mr. Suresh are MBA graduates from the same B.School. Both of them are friends from the college days and joined the same Organisation Techno Man Pvt Ltd. Ramu was placed in HR department Whereas Suresh was Associated with Finance Department . Ramu's role in HR department was Employee Counsellor and Suresh's role in Finance department was Finance process Executive. Both of them were placed in same level of ranking in their respective departments but the responsibility of Suresh is more as he was in core finance Department. Ramu is friendly in nature and helps others in office and also at outside But Suresh is basically a silent person who helps others only he is approached personally for it. Both of them completed 5 years of service in the same organisation and the Management is satisfied with their performances.

Ramu felt that Suresh changed his character and not talking to him well. He found some behavioural changes with him. One day, Suresh resigned his job . Mr. Ganesh, General Manager of the company shocked seeing his resignation mail.

Mr. Ganesh called Ramu immediately and had the discussion with him about Suresh's resignation. By hearing the news, Ramu got stunned and said that he does not know this before and he also disclosed the current bitter experience with him. Then, Mr. Ganesh took Suresh to his house to make him comfortable and had the general discussion on the issue. Suresh, after some hesitation disclosed the reason for his resignation. Suresh said that employees of the Company do not recognize his presence. They all greet him only when he goes along with Ramu . They won't talk to him properly . And furthers stated that, Most of the employees invites Ramu alone for their family functions and he was ignored by them.

Suresh Get upset with all these treatment by his peers and juniors . Further , he said that both of them have same experience, same qualification , from the same institute, Same passed out batch , but he was ignored or unrecognized by the fellow employees and his ego did not allow him to continue the job. By listening to this, Mr. Ganesh felt that it is not too hard to change the mindset of Suresh. And he explained Suresh the reasons for such behaviour of employees. After hearing this Suresh was convinced and revoked his resignation . And even, his behaviour with Ramu changed and have become thick friends again.

Question

1.At your Opinion, What would be the reasons justified by Mr.Ganessh to Convince Mr. Suresh in the given Case.

Queen of Bees

**Dr.C.R.Senthilnathan **Dr.V.Dhayalan*

**Associate Professor in MBA, Sri Sairam Institute of Technology*

***Assistant Professor in MBA, Sri Sairam Engineering College*

Vibis Natural Honey Bee Farm is an organic honey producing farm started by Josephine. Josephine Selvaraj is known by quite a few nicknames, and of the lot 'Queen Bee' is the one. Selvaraj. Josephine sells the honey under the 'Vibis' brand name and today offers 30 varieties of honey like Jamun, Neem and Amla among others. Josephine ensures there are no fertilizers or chemicals involved in the honey produced on their farm.

Brief History

Josephine Selvaraj is 38 years old and the eldest of four children. A postgraduate degree in History and completed a three-day course in beekeeping at Krishi Vigyan Kendra (KVK). She started with an investment of Rs5,000 and ten boxes of bees in 2006 and gradually she turned the honey production into the successful business as it is today. Josephine's foray into beekeeping was seemingly accidental. Her father owned a 100-acre organic farm, but she initially expressed little interest in following in his footsteps. However, she discovered that through beekeeping she could attain a greater degree of financial independence that is not guaranteed by becoming a teacher or a similar profession. Furthermore, Josephine appeared surprised at the growth of the business due to the small investment she put into it initially, but seemed modest about her success. Josephine's success mantra in the beekeeping business is to start with a low investment. Start small and think big. Today she earns about a lakh rupee per month, and rears bees in more than 8,000 boxes. Josephine sells her honey to 23 districts in Tamil Nadu and also participates in a number of exhibitions across the country as time permits her to. Her honey is also supplied to Bangalore, Kerala and Mumbai, and in all she sells about 6,000 boxes of honey every year.

Successful Business Methodology

With Josephine, it is strictly principle before profit, and that is what sells her honey and makes her business so refreshingly unique. Josephine is certain that she would not like to export honey. Prabha House of Honey is the office located in Pudur and is the production centre, where the honey is processed and packaged. The unique selling point of Vibis Honey is that it's organically harvested. Josephine very firmly assured that, despite being organic,

they have the lowest price in all of Tamil Nadu. This is mainly due to the fact they do not advertise. 'Big players' invest a lot in advertising and charge higher prices as a result. Josephine maintains that they do not spend on ads so that they don't compromise on quality.

Josephine's venture received a big boost when her loan for Rs 10 lakh was approved by Canara Bank and she could use the money to expand and grow her business. Josephine maintains there is a clear division of labour within the company. Her husband deals with the business side; her brother, Rousseau, with the marketing side; whilst she deals more directly with the bees and the honey.

Josephine routinely works for 20 hours a day – especially when she and her team have to transport 250 boxes of bees during night time, as bees have to be shifted in the night when they are sleeping, else it is very difficult to transport them when they are awake.

Josephine's Mission

Josephine future plan is to give free training to people across schools, colleges, housewives and spread awareness among as many people as possible. About 420 people among the persons she has trained have also started their own bee farms. She was also invited to train inmates from Madurai Jail, and today 20 inmates from the jail are doing their own bee-keeping, thanks to Josephine. Josephine's vision statement- "There are so many places within India that I have not yet reached. I want to make sure my honey is available in every nook and corner of India, before I look outside," she says assertively.

Achievements

Josephine is the only women in India to be doing bee-farming on such a large scale and for her efforts she has won the Collector Award for her Vadipatti taluka three years in a row. She was also awarded the Tamil Nadu Government's best farming practices award in 2010 – and has the distinction of being the only lady farmer to have won that award to date. Josephine was recently awarded the Janaki Devi Bajaj Puraskar 2012 for rural entrepreneurship.

Questions:

- 1) What motivated the entrepreneur to start the business?
- 2) "Start small, think Big" –Explain in this context.

Marketing Strategies of The Leaders of Pizza in India

Dr.K. Baranidharan

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In India the version of PIZZA till 1997, it was just a hard based core bread made up of all-purpose flour which is baked and ingredients added according to customers preferences served hot with tomato ketchup. When youth developed a preference towards eating pizza's there arised a high market rate for the pizza amongst people , with the penetration of international pizza's, the two enormous United States fast food chain named as Domino's and Pizza Hut, where they slowly started penetrating into the food market. As pizza's have their base from Italy, these two big organizations insisted that they have the preliminary core recipe from Italy and was trying to create a loyalty about their brands respectively. In this context, both the pizza Hut and the Domino's had to take away a bigger part in the market. The Unique selling proposition of Pizza hut was their " Experience of Dining" and Domino's Unique selling proposition was their half an hour delivery frame. Especially to penetrate the market, both the big organizations redefined their recipe's according to Indian taste buds. Domino's applied the tasted according to the region wise. Domino's had a single toll-free number for delivering. Both the Pizza Hut and Domino's expanded their brand and market and the outlets from one outlet to more than 100 outlets in India.

The Vam Bartia Corporation signed an agreement with the Domino's and entered India in the year 1996. The first outlet was opened in Delhi. By the extra ordinary success of their first outlet , then they opened their next outlet in Delhi itself. Within 4 years the Domino's had their outlet's in all the major cities and many towns all around India. On the other hand, Pizza Hut entered India in the year 1996 with its first outlet in Delhi, but it was the company owned outlets. In this context, the Pizza hut was making a shift from their company owned outlets to a franchise owned outlets. So there for the Pizza Hut made their shift in India too. Pizza Hut owned four company-owned franchise's they are : Universal Restaurants Pvt. Ltd. (Delhi, Uttar Pradesh and Rajasthan), Specialty Restaurants Pvt. Ltd. (Punjab), Dolsel Corporation (Gujarat, Karnataka and Andhra Pradesh), Pizzeria Fast Food Pvt. Ltd. (Pune and Tamandu) and Wybridge Holdings (Mumbai).

Positioning Wars

At early times of 90's the home delivery didn't have much responses amongst people especially in India, people liked to cook food at home and make their family to enjoy together, so either they would have food together at home or they would love to go out with their family to well reputed branded hotels to dine in together, as it was the culture prevailed here . So when Dominos decided to penetrate into India , they offered the delivery within 30 minutes with the help of their integrated home delivery system from the company network outlets. When Domino's efficiently took over the competitors easily as they were very good in delivering within 30 minutes and also offered a 30 Rs. Off if it had a slight delay too to the customers, and this became very popular amongst people soon. From Pizza Hut point of view ,they accustomed to the culture of dining together as a family , so its managers felt that, pizza must be consumed Hot and fresh, if its delayed it will be soggy and lose its taste too, so Pizza Hut made their dining experience more welcoming amongst people.

Domino's had to strongly root into India , so they introduced new toppings for Pizza and those from different parts of India, as to capture the market new sauces with Non-veg and veg recipies were introduced, as tastes and recipes according to North as well as South India were brought into the making of Pizza . In the fourth coming days the Pizza Hut too stated giving out customized pizza with Spicy Panner and Chicken toppings and also it inaugurated a 100% vegetarian restaurant in Ahmedabad.

Pricing and Promotional Wars

The Domino's introduced pizza mania in the year 1998 where they offered a large pizza for an less price, this created a great demand and overwhelming response amongst youngsters and they sold out about 6,000 pizza's in the first week of the offer announcement. During the year 1999, both the Pizza Hut and the Domino's were trying to lure the customers by offering gift coupons and many discounts. Globally, fast food chains only succeed when they bring their prices down to the same level as the street food. Domino's spent about 50-60% of its total marketing budget on special offers . Domino's also had a tie-up with Discovery Channel under which the channel advertised its pizzas. Domino's also slashed down their prices of about 40%. The Pizza Hut launched an One rupee pan deal scheme. Both the Domino's and Pizza Hut started giving ad's such as “ Hungry Kya?” for domino's and “ The Greta times start with Pizza's” for Pizza Hut and those

were aired at important programs in all channels. Within March 2000, Domino's opened 37 outlets and between 2001 it had more than 60 outlets in India, and now it has widened up its wings and has more than 100 outlets across India. On the other hand Pizza Hut within January 2001, had around 25 outlets and now it has around 100 outlets and as an extension plan they are concentrating in opening five restaurants and more than 30 restaurants across major cities in India.

Questions:

- 1.How did Dominos penetrate into the market?
- 2.Explain the strategies adopted by Pizza Hut.
- 3.Analyze and compare the various marketing strategies adopted by both Domino's and Pizza Hut.

***Yashwitha Reddy Health –
A Million Dollar Pharmaceutical Distribution and Supply Chain Firm***

Shri.N.V.Suresh,

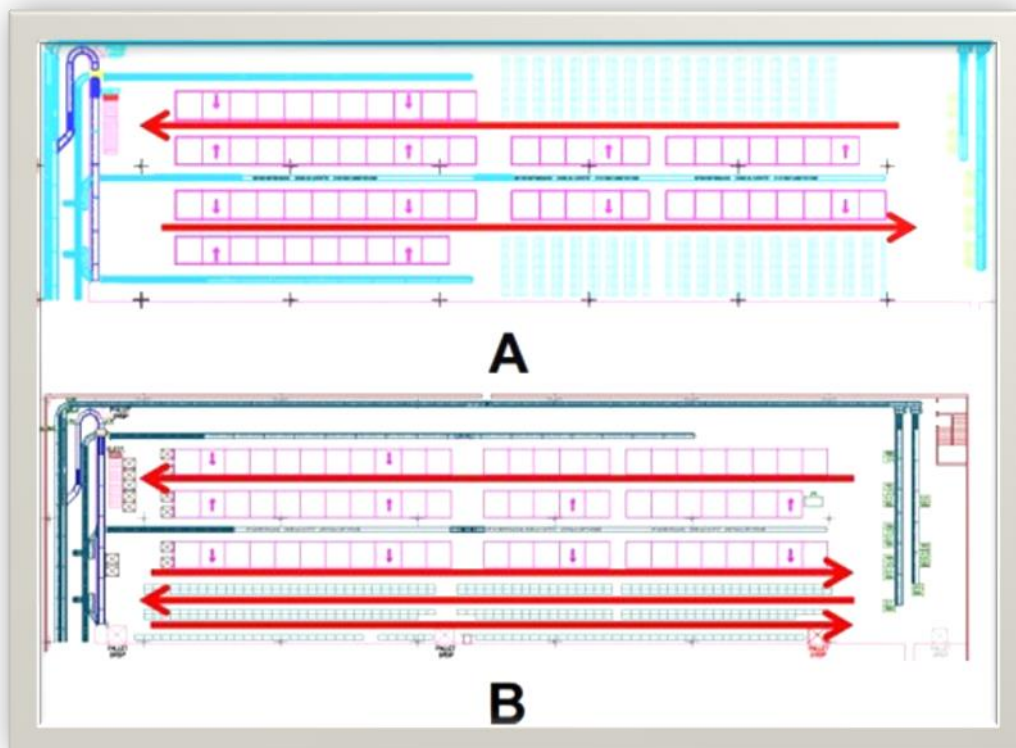
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Abstract

Yashwitha Reddy Health, a million dollar pharmaceutical distribution and Supply chain firm, manages multiple products ranging from brand name pharmaceuticals and generic drugs to over the counter drugs, health & beauty items and their own private label. They face a multitude of typical distribution warehouse challenges that are further complicated by the nature of pharmaceutical products, which are smaller in size, consumable, expensive, and could be life critical. Mounica Heath, Director of Advanced Analytics at Yashwitha Reddy Health, and an experienced user of Any Logic software, employed agent based modelling to solve various business problems, saving Yashwitha Reddy Health over \$4 Million annually.

Keywords: - Global Supply Chain, Logistics Management, Pharmaceutical Distribution

Fig No: - 1- Tested Warehouse Layout Configurations



Problem:

Yashwitha Reddy Health is an essential link in the healthcare supply chain, offering next day delivery to over 45,000 locations including hospitals, retail pharmacies, physicians' offices, and direct to consumer. Other value added services including efficiency and demand management, working capital management and contract credit management add to the difficulties of poor manufacturing reliability and supply disruptions in the market due to FDA and DDA regulations. In summary, Yashwitha Reddy Health must keep up with the variability in pharmaceutical distribution management.

Yashwitha Reddy Health considers facility layout, flow of product, order picking, labour planning & scheduling, customer order requirements and congestion for analysis and day-to-day operations management. Traditional analysis tools such as empirical trial and error are risky, expensive and difficult to make changes. Industrial engineering operations researchers would suggest mathematical models, inexpensive, but the models do not capture unexpected dynamics. If anything is open or has emergent behaviour's such as congestion, a standard mathematical model would not be able to solve. Thirdly, process driven or discrete event modelling is not advantageous due to its inability to represent a facility naturally. This led Mounica Heath and Yashwitha Reddy Health to explore alternative analysis options.

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Solution:

Agent Based Modelling (ABM) with Any Logic Simulation and Modelling software gave Yashwitha Reddy Health the device required to tackle many distribution warehouse issues without the restrictions of traditional tools. ABM represents abstractions of distributed autonomous entities that can interact with each other and their environment through space

and time, allowing Yashwitha Reddy Health to capture work time allocation, congestion wait time, cycle times, distance travelled, worker variability and other important metrics.

The model built was ultimately concerned with the activities of employees and the interaction with each other during the day, making it necessary to import data such as picking time and performance standards into the model. Now, Yashwitha Reddy Health can gather congestion wait time data and see how much of a problem it is causing in the warehouse since "agents" are modelled as individuals with special relationships to each other. Additional parameters included in the model are several worker speeds, worker behaviour, learning curves, cycle times, product turn-around and distance covered walking or driving.

The ability to import Excel files was also imperative as Yashwitha Reddy Health has numerous warehouses, and it is mandatory to test multiple layouts. Using Any Logic, if a change is needed, it is as simple as updating the Excel file, importing it into the model and running the model again.

Outcome:

The Agent Based Model built with Any Logic software allows Yashwitha Reddy Health to compare layouts, picking technology and product slotting strategies. In addition, they can evaluate different methods of picking to update staffing models and for on-the-floor support if a workload changes as orders vary on a day-to-day basis. Statistics is also gathered such as tact time, how many batches are completed in an hour, truck unloading time, and sequencing of events.

Besides the clarity given through the above metrics, the model revealed a problem due to the random distribution of work. Each employee's workload was uneven making one faster and one slower. By balancing the workload, employees began working at a similar pace and congestion decreased dramatically.

Post-Covid, It's A Bumpy Ride For Cab Drivers

Dr. P. Venkatesh,

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Only 55% of the cab drivers have returned post Covid

Amid merging in the ride-hailing and mass market with the recent acquisitions of Meru Cabs by Mahindra Logistics and bus service start-up Shuttle and bike rental start-up Vogo by Chalo, it has been tough on cab and bus drivers to endure their livings. As the price of the fuel increases every day only 50% of the drivers have been able to return to their work during the pre-Covid period in India, according to the Indian Federation of App-based Transport Workers.

Woes Galore

Without any income, drivers are being forced into the position of either sell their vehicles or financiers taking the vehicles away from them. For example, Hyderabad-based cab driver B Kanakaiah had his seven-seater Mahindra Xyloseized by the financier after he failed to pay EMIs during the Covid-19 pandemic. He worked with an IT company, where he would cover around four trips daily in a 12-hour shift, which involved picking up and dropping employees. The vendor company acts as a middleman between him and the customers who wishes to take cab for exchange of commissions charged from the cab drivers. These vendors also distinctly have their self-owned swift of cars.

“Once the employees of IT companies started to work from their home, cab drivers hardly get any customer, and they lost their livelihoods. The client company had promised to pay us for a month, but we never got that money from the vendor. Even after they slowly started returning to work, they needed only 20 per cent of the cars we were servicing them with. “The vendors used the chance and started positioning their own cars. I managed to get my car back a month ago by repaying using our gold jewellery and borrowing another ₹50,000. The financier had kept my car locked in a go-down, which charged an additional ₹5,000,” Kanakaiah told Business Line. He added that vendors usually cut ₹500 per trip if they are late to reach the location by 10 minutes or more due to the heavy traffic. Kanakaiah now works with Ola and Uber and earns a bare minimum, he said.

In a comparable state, Vallabh Sudhakar, who functioned two 12-seater wingers in HITEC City Hyderabad, had to look for work elsewhere when the IT sector shut offices to work remotely. He took up brief driving jobs, but it has been hard to get regular pay. Unable to maintain both his winger cars, he sold one of them months ago. “Earlier, we could at least manage ₹10,000 a month; now earning ₹2,000 has become a struggle. At present, there are more drivers on road than passengers looking for rides, and on top of that, there is raise in fuel price as well.

Salaries Halved

Shaik Salauddin, the National General Secretary of Internet Federation of App-Based Transport Workers, mentioned that the selling and seizure of cars has become common. “The industry has been dispersed. Many of the drivers have gone to their hometowns without any other choice and started to employ themselves with some other jobs.

“Across most cities, if we take an average, only 50% to 55% of the drivers have gone back to work. Still, there is hardly any business. Even if they get a few rides per day, their daily work includes 10 kms or more dry runs among increased diesel prices. It’s not reasonable, yet the cab aggregators did not revise fare charges and continue to take a cut of 25% to 30%,” said Salauddin. He added: “You will find many drivers asking you if you will be paying in cash and where you would like to go. Sometimes a driver may be planning to go back home, and the app assigns him to a distant route, and he ends up driving back 10 kms without a passenger. It is overpriced for them. Tourism is not very active yet, and our IT sector client companies are all working from home. Drivers are not able to recuperate the cost of actions.

“Before the pandemic of Covid-19, drivers can earn around ₹15,000 in a month, but now due to lack of passengers and raise in fuel price, our once-a-month take home has drop down to ₹8,500 on average.”

Slow Revival

Faisal Kawoosa, Founder and Chief Analyst, techARC, said that the cab services industry is still imminent under the impact of the pandemic and several companies are issuing procedures on dodging public transport. “These markets have not recoiled back entirely. Uber has been giving discounts, which is self-indicative that they want people to resume using

their services, but that has not happened at full blow. It is not about profits or losses now, the aggregators will be looking at resuming services,” he said.

“Certain corporate and offices have come out with guidelines disheartening employees coming to office to take public transport and cabs to work; only private cars are allowed. Ridesharing was the standard pre-Covid in most sectors for employees. This is a concern for many organisations who have recommenced. The driver community would not be able to withstand for a longer period without work. They will have to find substitutes.”

However, Ola CEO Bhavish Aggarwal states that, the second wave in fact saw 3 times faster recovery in reaching 100% of the GMV levels pre-Covid for OLAAs of August 2021. He tweeted in September: “10 million people used Ola for the first time ever in FY21. Welcome guys! As people move, they want to feel safe, so they are switching to personal or shared mobility instead of public transport. Many people start to use auto service provided by Ola and auto business rose to 150% during the pre-covid period.

*A case analysis on Employee relations and conflict resolution at work place
with reference to Anjana Private Limited*

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Abstract:

The case on employee relations and conflict resolution is developed to make the students to analyze on how to implement effective employee relations in the organization and identify the suitable conflict resolution for the problems arise in the organization. The case is designed to make students to think and come with best management practices in the HR domain to handle the employees. The proper policy and system will help to resolve the problems at work place and satisfy the employees. If the employee grievance were not handled properly it will lead to dispute. The importance of employee relations will enhance the performance of the organization towards attaining competitive advantage. The case is revolved around the actions of senior management towards the working employees on one side and HR head reactions towards the employee demands. The case will definitely make the students to understand the root cause of problems and measures required to tackle the problems. This case also highlights that the strike is not the only solution to resolve the problems inside the organization. This case also represents to have a HR policy considering the statutory and non-statutory welfare measures to make a better workplace for employee.

Key words: Conflict, Strike, Employees, Welfare, Workplace.

Company Profile:

Anjana Private Limited is located at Ranipet, involved in medicine preparation for various nerve disorders problems and supply its medicines across India. The Company also supplies certain chemicals in bulk quantity to other pharma industries to add it as one of the important component in medicine manufacturing both in tablet and syrup form. Anjana Private Limited is being 20 years old organization in the field of Pharmaceuticals sectors employing of about 80 employees under full time role and 20 employees under apprenticeship role. The company has the following department to carry out their business activity such as Production plant, Boiler plant, Material Stores, Quality control, Mechanical & Electrical departments, Administration and Quality Assurance departments. The Company operates with 3 shifts and all 365 days as it is a lifesaving pharma industry the process should go on continuous manner.

Each department is monitored and controlled by Individual department heads and overall control of the company is with the General Manager and Managing Director. Anjana Private limited as its own state of art quality control and product testing labs to establish its excellence in the field. Anjana Private limited as got many awards from suppliers to prove its best service on time delivery and supply of quality materials to users. The Company is also planned to expand their business by setting up an another plant near Vellore to manage the additional orders and to increase the capacity for managing the bulk orders.

Admin Manager:

Anjana Private Limited appoints Mr.Karthi as Management Trainee to manage the Administration activity of the company on July 2019. Mr.Karthi was 22 years old fresh MBA graduate got his job immediately after completing the MBA and he did Mechanical Engineering as UG degree. The Managing Director selects Mr.Karthi thinking that his UG and PG degree makes him to carry out the administration and supervise the production activity carried out in the company. Mr.Karthi was very anxious about his first job and he also ready to travel for about 1hr 30minutes for the job from his residence. As it was his first job he made himself motivated to travel and learn many things to perform better in the new job. He also expects lot of motivation at workplace from senior management teams. The General Manager of the company welcomed Mr.Karthi and introduced him to other department heads in his first day and one month training was given by General Manager about the activities, policy and systems of Anjana Private limited. Mr.Karthi was the only person with very small age to take up the role in supervising the entire plant and taking responsibility of entire administration. The General Manager of the company informed Mr.Karthi to go for rounds and monitor the employees during work hours and break hours. He also directed him to have control over incoming and outgoing goods, employee Attendance, production activity, maintenance works and other purchases activity done by the company. Whatever works happening it should be approved only by Mr.Karthi and them by General Manager this is done in order to learn the process and practices adopted at Anajan private limited.

Mr.Karthi initially faced a problem of interacting with the other department heads and employees as he is age is less and he sits equal to manager position. This made others not to cooperate with him. But Mr.Karthi daily visits all department heads and employees asks for the issues and any other problems at the workplace. Slowly he developed a good networking

with all heads and everybody started to accept his views even in meetings and supports him for the day to day activities. Mr.Karthi used to report day to day activity of the company to his Managing Director and completes all assigned works given by General Manager as well as Managing Director. Seeing his performance, the Managing Director promoted him as Admin and Works Manager of the company and provided increment. This motivated Mr.Karthi to work even for long hours , plan many activities ahead , solve employee grievances and control the entire administration in an effective manner.

General Manager:

The General Manager of the company was Dr.Santhosh completed his doctorate degree in chemistry and he also developed new products using his R&D team to make the product into commercials. The general Manager age is about 50years and he is also the close friend of the Managing Director of Anjana Private Limited. The Managing Director have huge confidence on the General manager as because of his support and involvement in the production and quality check activities help to schedule the order and deliver without any delay. As the General Manager focus on the Da y to Day operations of the company, The Managing Director visits various places across the globe to bring more clients for the business and increase the order quantity to increase his production output. The General Manager have almost all control over the Anjana Private limited right from product delivery planning to financials. The General Manager take it as an advantage to employ his relations in the company and promote his favorable person during yearly appraisals. He also takes strict action against whom doesn't obey his order or even terminate the employee from the job. He also claims some money from the company for his own use and informs accounts assistant to make it as entry on company expenses. The general manager was also very clear whatever decision taken by him it should be follow by all to establish is power and Authority.

Employee Welfare:

The Managing Director of the company is very concerned on the employees working in the plant. The employees working under various cadres are Chemist, Plant operator, Technicians, Admin and office Assistants, Executive and Managers. The festival time bonus was provided to all employees and Ayudha poojai celebrations were most fun filled day for the employees. The Employees were provided with free transportation, Lunch, Dinner, Snacks, Tea and on duty expenses can be also be claimed. The other facilities like rest shelters, change over

rooms and drinking water provisions were available inside the premises. Every year the company also provides uniform clothes, safety shoes and safety helmets to all employees along with washing allowance.

Employee Relations:

Mr.Karthi got very good experience in Anjana Private Limited for about 2 years of time. As the company started to expand his operations and obtained more orders for production. So the Company were in need of many helpers and attender for lifting and loading goods during export process. As the company is located near a small village at Ranipet, the local panchayat head influences to provide job opportunity for the village people and even local people threatened the Mr.Karthi-Admin Manager to recruit village people. So, in discussion with the management and to satisfy the local people the Management planned to recruit few people under apprentice cadre for only one-year duration, based on performance they will be confirmed is said under oral terms. Now Mr.Karthi as tough time to Manage the employees as many employee were not following the company rules and since it is the Pharma industry employees need to use safety shoes, safety mask and safety helmet at work place.

Many employees were spending more time at canteen and making unwanted chats during working hours this leads to many indiscipline activities. The employees also create problems when there is no sufficient quantity of food and tea not available during their turn, especially during night shift when tea and dinner not provided on time or any shortages they immediately call Mr.Karthi even at 1.00pm and 2.00pm during mid-night and ask for alternate arrangements. Mr.Karthi somewhat manages the problems and talks to the food contracts to provide alternate arrangements. Mr.Karthi also made tie-up with multispecialty hospital to conduct weekly medical camps on various specialization to help the employees to monitor on their health aspects also.

The Managing Director as planned to expand the Company with another 2 locations with additional manpower, skilled persons to monitor the project activities and purchase & install of machinery under supervision. Therefore, they started recruiting the team of people like HR Head, Project Head, and Audit Head to support the Managing Director in the corporate office located in Vellore city which is far from Ranipet company during 2021. The Managing Director informed HR Head, Project Head and Audit Head to visit the Anjana Private limited frequently and report on the activities carrier out by them and train the new recruits with the

process handled at Anjana private limited. All the three heads were experienced as they worked at various firms and they started to implement the new systems as per their wish in consultation with Managing Director. The interference of the HR head, Project Head and Audit Head is not liked by the General Manager. Whatever rules or systems brought by them he comments on it and try to avoid it for implementing. This was brought to the notice of the Managing Director and he informed General Manager to support them and cooperate in a best way.

The HR head observed that the employee discipline was the prior most problem at Anjana Private Limited which is identified during his visits, so in discussion with Management decided to transfer some of them to other locations and also install Camera at important places to monitor the employees at break times. The camera also records especially the night shift activities. Mr.Karthi were also informed to do surprise visit during night time and take severe action against those who sleep during work time by HR Head. The late comer's salary was deducted and when the biometric punch not recorded for the day their salary was deducted. The new SOP were implemented for recruitment, resignation, discipline and safety. Some of the employs were also fined for not following the rules. This makes a slight gap in between the employees and Management relationships. Mr.Karthi were also informed to do the work which is directed by the HR head only, no decision to be made by himself as he was doing it earlier. MrKarthi also faced a problem of handling employee take leave during critical production schedule and during night shifts some employee absent themselves without informing heads. Many employees also not ready to take up the overtime even it is requested by the head and Mr.Karthi. The above incidents show that the employees were not happy with the systems and practices implemented by the new HR Head and days went like this for about six months.

Conflict:

One fine day all of a sudden the employees in apprenticeship category went on strike sitting in the canteen inside the plant premises, it was nearly 40 employees and they also protest some of the employees to enter the work place. Mr.Karthi addressed the employees and asked them to go back to work and write their grievance in a letter and it will be represented to the Management. Mr.Karthi also request them to give one week time to solve their demands. The demands of the Apprenticeship employees were to make them as confirmed employees as their contract ended and some of the employees working as apprenticeship for more than 3

years in the company need to be confirmed and salary to be revised. The company should permit them to start the union and not to transfer the employee who were basically residing at the same place. As the major employees were local people of village.

Mr.Karthi immediately communicated HR Head and informed the seriousness of the issue and then tried to call the General Manager as he went out of town he has not responded to call of Mr.Karthi. Hearing the incident, the Managing Director directed HR Head, Project Head and Audit Head to solve the issue immediately in a best possible way. As they were about to start to visit the Anjana Private Limited at ranipet from Corporate office. The Incident of strike was slowly spreaded towards the local panchayat head and the politicians in that village. All started visiting the company and have violent discussion with Mr.Karthi regarding the employee strike. Mr.Karthi was helpless as nobody came to support even by other department heads as they all live in the same village. Mr.Karthi was the only person to manage the current situation inside the company. Later HR Head arrived and addressed the employees and instructed them to go for work or else legal action will be taken against all of them. At the same time the employees keep on posting their demands & grievances. Soon it went as heated debate between the HR Head and employees, so they were charging against each other. The employees were not convinced and finally the HR head shouted at all and said if you want to go for strike go out of the company premises immediately, if you were inside you need to work in an arrogant way. Immediately all employees left the company premises and started to sit in front of the gate of the company. Mr.Karthi tried to console the employees not to do like that but they not agreed and all went out of the company. The next day the employees were sitting in front of the gate of company not allowing drinking water and food supply to enter the company. Even some of the employees were not allowed to enter the gate for the work. The political parties of the village also joined along with the employees.

Mr.Karthi was worried about the employee safety especially on women employees working inside the company. So he informed local police to give protection for the employee during morning 9.00am to 6.00pm in the evening. The Managing Director was very tensed because of the situation and many foreign orders will be delayed due to the employee dispute. The next day General Manager reached the factory and started to address the employees they were not convinced the discussion went failed. The Management finding ways to resolve the issue. Meanwhile the Management started to focus on the production work so they hired some

contractors to stay inside the factory and work till the problem resumes. Meanwhile Mr.Karthi helping the employees by providing on time tea, snacks, lunch, dinner and other essentials on time. He used to travel on his own to purchase and bring essential inside the factory. Mr.Karthi also speaks to every employee family members make them to return to work as the strike will not favour them and it will make financial loss only, on hearing this some shown interest and returned to work. Mr.Karthi drives the company jeeps asked them to assemble at one common point and made them to hide inside the jeep to bring them safe inside the company. As some of the employees involved in strikes used to follow Mr.Karthi activities and his contact with other employees. So in order to protect the employees he has taken initiative.

Now the Management has decided to go for arbitration and employees also agrees to solve their disputes through arbitration process. Mr.Karthi was made to coordinate with arbitrator. As they arbitration process was going for more than a week. Meanwhile some of the employees not returned to work they stay at gate and throw stones on the company. while employees boarding the company vehicle they started to shout at the employees. One day one grievant employee started to bring knife towards Mr.Karthi to nab him to death, but unfortunately Mr.Karthi pushed him and escaped. Now Mr.Karthi was in full of fear due to this strike and employee dispute as an administration head only he needs to go to police station and labour court for resolving the conflict on behalf of the management. Thus the above incident depressed him to resign himself from the job after 3 years of travel with Anjana Private Limited.

During the strike Mr.Karthi was working on the reasons for employees to go on for strike. He started to interact with many employees in convincing them, where he got few leads that General Manager of the Anjana Private Limited is being the support for the strike. He directs all the employees and supports them for doing strike against the company. The reason for General Manager doing politics is to have control over the entire company under him and he doesn't like the systems framed by new HR head, Project head and Audit Head. The General Manager also perceived that those heads created a gap in between the Managing Director and him. Some of the important decisions were made without his presence by other heads at corporate office and not considering him as he was with the company for more than 12 years. To make his control and remove the heads he used employees to play the game. When the problem is resolved by him the managing director will make him more powerful as before. So

the General Manager ego and cheap politics made to company to lose its reputation among suppliers and financial losses by not delivery of goods. Knowing this Mr.Karthi alerted HR Head and then resigned himself from the job. Mr.Karthi also thinks that knowing this only through one employee the general manager could made a plan to kill him and divert him to stay away from this problem.

Question for discussion:

- 1.Mr.Karthi decision on his resignation, Whether it is a right decision. Justify our answer?
- 2.What measures can be advised to take towards the General Manager by Managing Director?
- 3.What are the required statutory measures to be followed to solve the disputes?
- 4.Is the HR Head right in the way of handling situation?
- 5.Plot the legal steps to be followed in fulfilling employee demands.

Conclusion:

The overall case is a true incident based on the author experience created with changes in name and location of the company. Thus the above case will make students to think on the practical challenges in the real corporate world. The importance of good corporate governance is very important for the better management. The employee grievance are priority in an organization and thus as an HR need to handle the employees in a best way.

The Predicament of The Principal

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Mr. Prabakaran was a successful businessman from a renowned family. Though his family is of a state repute and proved their talents in other fields he was the first and only person to enter into the education sector as he wanted to diversify. He wanted to start a women's college in order to contribute to the upliftment of women in his native place as there was no other women's college. He created a Trust and started PSET women's college. PSET was established in the year 1994 in a rural area of Madurai district.

“PSET is the first Arts and Science College in that locality with good transport facility. So parents preferred their daughters to get admitted in that college. The college is known for its very strict rules and regulations. The students have to observe silence inside the campus even in the break time as well as while travelling by the college bus. Strict dress code is also followed.

Prabakaran too does not run college as per the government rules and regulations. He does not pay good salary to the staff members. Just for auditing purpose the salary of the staff members will be inflated and shown in records. Some staff members too co-operates with the management for producing such dubious documents. Dr. Sulochana was one such person who helped management in almost all crises. The college started getting university ranks in the first batch itself and still it is consistently producing maximum number of rank holders every year. That is also one of the reasons for the parents to choose this college for their daughters' tertiary education.

Because of these stern regulations once students protested and the then Principal of the college could not have a grip on it. So Prabakaran sent that principal from the college and Dr.A.Sulochana was appointed as the new principal. Dr. Sulochana was there in the college from 1994 itself and she was the HOD of Business Administration Department. She was approachable and friendly to the students. Students like her a lot. But some of her colleagues thought it is unfair to the management to appoint her as the principal. They thought some people were more qualified and efficient than Sulochana. They became jealous and envious to Sulochana and were waiting for an opportunity to create problems to her.

Meanwhile as the salary is meager many senior and experienced staff members wanted to leave the institution and apply for TRB when government had a call for. But Prabakaran refused to allow them to attend their interviews by not giving acquaintance report to those staff members. He insisted them to quit in order receiving acquaintance from the college. So many staff members quit. It happened that the entire staff members of Economics department gave resignation letters and got acquaintance and left. As all of them have resigned, now management has decided to appoint all new staff members to the Economics Department. Among them a HOD was selected. She had hardly three years of experience. The average age of all the staff members in that department has now become 27 contrast to the old department's average age of 45.

Because of the less experience of those staff to the college faced a problem during semester examinations. The college had a practice of displaying the university exam time table in the common notice board. Also it is the duty of the faculty members to announce the dates of examinations clearly. One Economics staff member announced the date wrongly to the students. An examination was scheduled to be conducted on 14th of May. But by mistake she announced the date as 15th of May. Nobody verified it. So on the day of exam none of the students turned up for the examination. Then the management requested the university to conduct examination separately for their students alone by sending an explanation letter. The problem was solved. So from then the management started practicing that making the students noting the examination dates in the handbook of each student and getting it signed from the coordinator staff concerned.

During the next semester examination time again one problem arose. The university had sent a circular to all colleges regarding change in the syllabus for two different courses (the subject code is same for both the departments as they are interrelated and the college does not run one course). So somehow heedlessly (as the university had mentioned about a course which is not there in the college)the existing department had gone through the circular and started following the old syllabus. So when the students saw the question paper in the examination hall, some of the questions were not taught to them. So they checked the question paper code and students complained another subject taught to them was not the one which is mentioned in the question paper. That time only examination cell realized the mistake. This is not the end. Again another PG department had marked core paper as elective paper. But somehow they realized it before the study holidays and the entire syllabus was

taught to the whole class within three days. But this issue was not taken to the management as Sulochana was panicked with the repeated issues during the university examinations. She is the chief superintendent of examinations. So now Sulochana never took this issue to the management but somehow Prabakaran came to know this issue and he asked her to discontinue her service from the college. After that vice Principal Dr. K.Rajan became the principal. But he could not prove himself as a successful principal. University ranks and results got reduced. After one year Prabakaran realized that Sulochana's administration was better than other principals in his college. So now he wants her to come back as the principal.

Questions

1. Now what should she do?
2. Should Sulochana accept Prabakaran's offer? Substantiate your views.

5K Car Care: From Start-Up to Franchise Leader of The Year

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Abstract

5k car care was established in 2012 as a car refurbishing and remodeling industry in the western part of Tamandu. They started distributing franchise in the year of 2018 across India. The company has branches all over the Coimbatore, Erode, Tirupur, Trichy, Pollachi, Mettupalayam, Chennai, Bangalore, Sivakasi & Madurai with 100+ outlets, 10 lakh+ satisfied customers, 60+ investors and 1000+ employees. 5k car care is driven ahead by dynamic young entrepreneur Dr.C.Karthick kumar who traces his roots to Palani. This case study aims to analyze the driving goal behind this company, its various open minded ideas executed, the dynamics of the company, its various market strategies and how youngsters play a major role in the company's success. This study mainly focuses on 'How the franchising model helped 5k car care to achieve success'. It is one such noteworthy case study , which inspires young entrepreneurs to attain such a huge success in a short period of time.

Keywords: franchise, dynamic young entrepreneur, open minded ideas, market strategies

5k Car Care - A Foreword

5k Car Care Private Limited is a Private incorporated on 2012. It is classified as Non-Government company and is registered at Registrar of Companies, Coimbatore. Its authorized share capital is Rs. 1,00,000 and its paid up capital is Rs. 1,00,000. It is involved in Business activities n.e.c.5k Car Care Private Limited's Annual General Meeting (AGM) was last held on 30 December 2020 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on 31 March 2020.Directors of 5k Car Care Private Limited are Karthickkumar Chinnaraj and Sakthivel Dhivya. 5k Car Care Private Limited's Corporate Identification Number is (CIN) U74999TZ2019PTC032146 and its registration number is 32146. Its Email address is dhivyakarthick1122016@gmail.com.Current status of 5k Car Care Private Limited is - Active.

The Mind Behind This Endeavour

Dr. Karthickkumar Chinnaraj, Founder & Managing Director of 5K Car Care Pvt Ltd, is on a mission to help young entrepreneurs build and grow a good profitable businesses. After a career in the corporate world, the park of an entrepreneurial dream of Abdul Kalam and also Vivekandha have motivated him to step into the world of business and start his dream project 5K Car Care for Car

Detailing & Car Remodeling Services at Coimbatore City. From humble beginnings in 2012 at Codissia, with 3 employees, 5K Car Care is today at par with leading corporates and international organizations and has earned 15,00,000+ happy customers with 100+ outlets & 1000+ satisfied employees across all over Tamil Nadu and Karnataka. Utilizing exclusive techniques and the products, 5K Car Care has raised the industry standards for quality and convenience with its ability to transform a car to showroom standards. They have earned a much impressive client list of car owners and users across - Tamil Nadu, Karnataka and expanding its new branches in Telangana, Andhra Pradesh, and Kerala with operations covering all the major cities in districts. 5K Car Care has established benchmarks for innovation and growth in both customer service and franchising. To stay updated in the digital world, the company has also set up a website www.5knetwork.in which lists the services offered. The vision of 2021 has been set to open 150+ branches across the world to give opportunities for 500+ entrepreneurs for Franchise No 1 profitable business to create 2000+ job opportunities for the benefit of an individual and society. He also has the vision to save the environment by planting 5000 trees within this year. He believes in giving opportunities to talented youngsters and gains immense pleasure in seeing them grow into young entrepreneurs.

Dr. Karthickkumar is being a great Inspiration and Role Model for many young entrepreneurs not because of his success and his achievement but because of his dedication and his commitment towards his work. He strongly believes that hard work as well as smart work leads to the road of success. His clear vision has finally made 5K Car Care Stands for Everlasting Success. Karthickkumar Chinnaraj has received 20+ Awards for his tireless dedication and commitment towards work and has been a source of inspiration and a role model for many young entrepreneurs. Some of the notifiable awards are Franchise Leader of the year 2021, India 500 best Brand and CEO award, Global Business Icons, Icon of Tamandu, Radio City, Best entrepreneur Award in 2019, and Best president of Business,

FICCI Award, Sadhanai Nayagan Award. He received a Best Promotional Award while he was working with L & T and also he received National Best Marketer Award while he was working with Asian Paints. This shows that he never fails to mark his footprint wherever he goes.

Why The Label 5K?

5K means the king of 5 elements. The elements being- air, water, land, sky, fire. In addition to that, the company’s CEO is a firm believer in nature. As a result, they have a vision to be as-eco-friendly as possible in their industry. They have taken steps in terms of carbon-cleaning, sanitizing and introduction of many new technologies, that protects nature while fulfilling our requirements .As they see themselves as the king of the elements and want to connect with nature, they named their company as 5K car care.

The Structural Dynamics

The company is headed by the Chief executive officer. Under him, six vice presidents are present. Each vice president heads three separate departments in the company. The structure is given as follows:

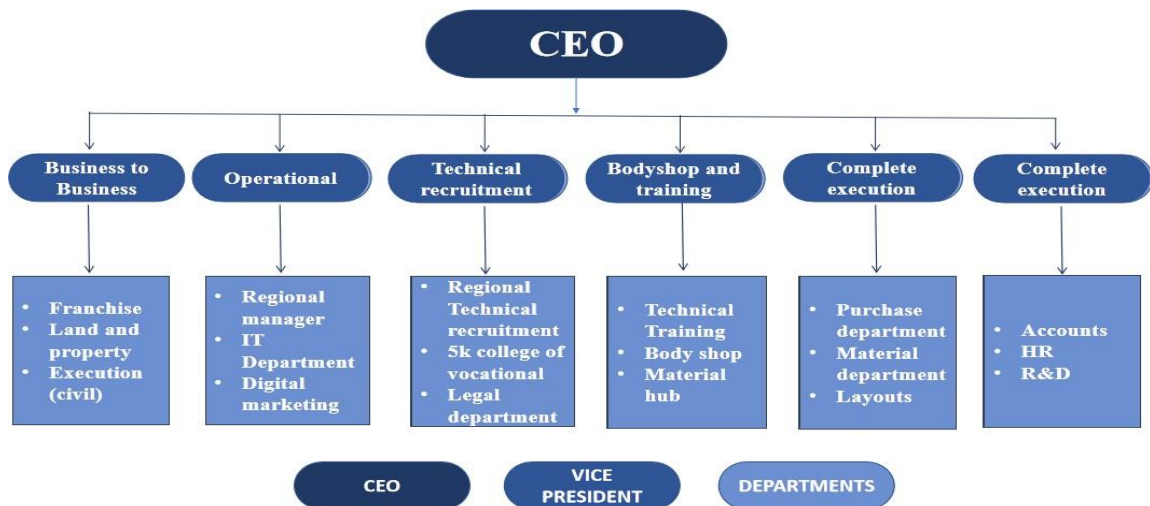


Figure No.1: Organization structure of 5K Car Care

How The Franchise Model Proved To Be An Asset?

Why franchise model?

The huge success for the 5k car care was the Franchise model. In 2018 they started giving franchise model around Tamandu. Until 2016 they have only three own outlets at Codissia, Fun republic mall, race course in Coimbatore. The people nearby these areas only used the

services. After that the service offered by the company was liked by the people very much and requested to start more outlets. At this time the company had two options to expand around the Tamilnadu and other states - either they needed to make direct outlets or give out franchises. This company strongly believed in franchise model than direct outlets because the owner of the franchise will have more responsibility than the manager of direct outlets. They got distinct success within short period. Within 3 years they opened 105+ outlets in and around Tamilnadu and signed more than 500+ bookings with 4 states present in South India. They also have international branches in Qatar, France and Srilanka.

They have several model in franchises - individual store, shopping mall model, fuel station model, apartment model. The services offered in this model will vary with each other. This company provides more unique services like herbal rat repellent, rat and mouse guard, carbon cleaning, car ozone therapy, sanitized car. Even the car showroom does not offer these type of services. It make them a unique car detailing brand.

What the company looks for in a potential franchise owner?

The owner who applied for the franchise need to undergo interviews with vice president and CEO of the company. The franchise owner should recruit employees for only administration work. Services, rate tariff, machines all are set by the company. Land requirement for the franchise is about 800 sq-4000 sq. with best water and sewage facility. These are the things that make people come forth to open franchise of this company. There is a large number of booking happening every day because this company believes in youngsters and gives more **opportunity to become entrepreneurs.**

In the franchise model hierarchy is as follows:

Owner »» Branch Head »» Assistant Salesman »» Supervisor »» Senior Technician »» Technical Engineers

Why the franchise model is successful?

Comparing to other franchise model companies this company has a very unique idea and method. For the franchise opening, the owner need to pay only brand fee to the company for an agreement of 5 years. These five years, the franchise owner need not to pay any fee or profit percentage to the company and the high skilled man power for the franchise will give by company itself.

While looking closely, we can understand that rather than the loss of profit percentage from the franchises, this model has provided the company with quick success in a short period of time. As the owner does not need to provide any profit percentage to the company, he would be obtaining all the profit. As a result, he will come forward to open another n number of franchises in order to get more profit. This is the strategy behind their quick success in short period of time.

After the completion of five years agreement the franchise owner needs to make new agreement with the company for another 5 years with certain brand fee. This method makes the company to open more franchise in short span of time and make more profit than other franchise companies in any other field.

Franchise: Why you need to partner with them

- 5K Car Care is the fastest growing car service providers in Tamil Nadu and Karnataka.
- The gestation period of their franchise is low.
- High returns can be achieved within a year of starting their franchise.
- 5K Car Care's stronghold and reputation of providing premium services in the car service.
- Their stable growth in employees is a reciprocation of widening the market range.
- Increase in demand for premium car services due to sales of vehicles that come with advanced technology in it.
- People's keen interest in getting car detailing jobs done on their vehicles.
- Growth of new start-ups of car service centers across the nation.

Modernizations That Made 5 K Car Care A New-Age Company

Recruitment process

In other companies, the HR will specify the needed qualification and will carry on with the recruitment process. But in 5K Car Care, the HR will lookout for budding talents, provide them with the needed resource and platform to make them an asset to the company.

Live example:

Previously there was no presence of IT department. But, when the interview candidate Mr.Palanikumar, who previously headed the IT department in SUN TV network, came for an interview, the company didn't reject the candidate as they had no need for the IT department

back then. Instead, they created a new IT department and provided him with the resources needed and have made him an asset to the company.

Each department acts as a separate entity

The heads of the various department, have the required freedom and needed resources to take a decision regarding their department. They don't need approval from the CEO or any other higher ups. They are provided with the required money , resources and man power needed to implement their ideas.

Live example: Mr.Ranjith , one of the Vice presidents of the 5Kcar care, wanted to implement the idea of alignment related service. He was not required to get the approval of higher ups, and was provided with the resource and finance to experiment it out. He experimented on a small scale, as it turned out to be a successful one, all the outlets now have the alignment related service at present.

People with talent are recognized

If the worker shows potential to be a valuable asset to the company, he/she will be given rewards , incentives and promotion , regardless of their age, experience and educational background.

Live example: A worker, completing his diploma in mechanical ,joined the company for a position of car washer. On the course of three years, he was promoted to senior technician and then to supervisor and then to ASM and then to Senior ASM and then to Branch head and then to Zonal manager and then to Regional manager and then to Regional Head. So, basically , a car washer was promoted to Regional Head on the course of three years based only on the skill set and potential he possessed.

How Do They Connect With Customers? - Their Strategy

Their main strategy is to create awareness about the products and services they offer. In addition to that, they make their customer understand the importance of their service and why it is needed.

Live example:

When they initially introduced the rat repellent service in their list of services, they marketed why the use of rat repellent will be more profitable to the customers as this service was unique alone to them. Instead of spending thousands on changing the internal systems due to rat infestation, they could use their rat repellent service and save their maintenance cost. Similarly, when they introduced ceramic car wash, they highlighted why they can go for ceramic car wash rather than ceramic coating of cars. As the ceramic coating of cars made the cars look more shiny and gave new look, people opted for it. But the only downside was, it was priced at Rs.70,000 for a duration of two years. So, what the company did was, they introduced ceramic car wash, where the methodology was followed and gave the car same shiny and new look at a cost of Rs.2000 for a duration of 6 months. They marketed this service, by showing the customers what they save if they opt for this service.

The starting of franchise model has been a successful strategy started by them. This model provided them with high success rates within a short period of time. The profit percentage of the company due to this model is about 500%.

Challenges Conquered

No proper feedback system

During the growth years of the company, there was no standard way for the company to know what the customers felt about their service. And as a result there was very slow expansion. Countermeasure implemented: They created a separate department exclusively dedicated to customer care. They took care of getting feedback from the customers , interacting with them and following whether the customers were provided with their requested services . This enabled the operation to run smoothly.

Man power

When the company was started in 2013, there was severe lack of man power. Literally only 3 people ran the company. At that time only one outlet was present. And as a solution they outsourced their manpower from external consultancy. They gave the required training to the outsourced employees and the experience needed. But then, after getting the required training and experience, the consultancy withdrew their employees and staffed them in showrooms. Countermeasure implemented: They realized they have to create manpower rather than

relying on outsourcing. So they started recruiting their own employees and gave proper training with in-depth knowledge. They started buying their employee's loyalty with their vision and the way they treated them.

Hurdles To Overcome

Doesn't prove to be profitable in the long run

Even though, the franchise model proves to provide quick success in a short period of time, on the long run it doesn't prove to be a profitable model. As the company doesn't claim a return profit percentage from the franchise profits, their only source of income in terms of franchise is the initial brand fee required from the franchise owners. Even though the franchise owners come back to start more outlets, it lays a good foundation for a quick success alone, while on the long run, it doesn't seem to be profitable.

More than required freedom provided to the departments

Every department that is headed by a vice president has the freedom to take decisions without consulting their higher officials. Even though it seems to be a very coming of age concept, the drawbacks are high. There might be no proper communication between the various departments and more chances of losing financial and utility resources of the company. If the vice president is incompetent, then the company will incur more losses. As time goes by, each team will take decision benefiting their team rather than benefiting their company as a whole.

The Road Ahead

To expand all over the world

5K Car Care is now looking for investors to expand over 150 branches in four states in India, including Tamil Nadu, Karnataka, Kerala, and Andhra Pradesh. The company also aims at expanding internationally and is already in talks with countries like Qatar, France, and Sri Lanka.

Electrical vehicle

5k Car Care has decided to develop an electric vehicle for their consumers. Concerned about people's wants and the desire to meet them promptly, they are still looking for something

useful and productive. One of their primary goals is to build an electric vehicles. EVs are vehicles that are either partially or fully powered on electric power. Electric vehicles have low running costs as they have less moving parts for maintaining and also very environmentally friendly as they use little or no fossil fuels (petrol or diesel).

Charging stations are locations that have equipment for putting electricity into electric vehicle batteries. If electric vehicles are developed, they should be charged whenever they are needed. Otherwise, there will be consequences. As a result, 5k car care has been chosen to carry out this concept.

Car check unit for second hand cars

Cars these days are durable and are built to withstand the test of time. This makes buying a second-hand car not only an economical move but an astute one as well. Buying a second-hand car can be a grim experience for many, but by keeping a few pointers in mind it can go a lot smoother than you think. Some people are unaware of the issues that can arise when purchasing a second hand car. They will use it without initial checking and understanding the constraints of using second hand cars. As a necessary consequence, 5k car care has decided to pursue out a separate instrument in order to avoid the difficulties associated with using second hand cars.

Organic food products

They established an organic food production unit near Neelamboor. And they are receiving distributions directly from farmers without any other contacts in order to provide opportunities for India's backbone. They're going to rule the next few days with their innovative ideas.

Conclusion

With a dedicated business and service development facility at 5K International Head Office in Coimbatore, India and a product research and development facility based on International product, 5K is constantly introducing new products and services. Some of these are extensions of 5K already impressive service menu while others are complementary products that are perfectly suited to application by our 5Kians. However, all 5K products and services have one thing in common, the protection of our client's vehicles delivered in the most convenient and professional way. We ensure safe and confident drive. With unique

technology, unmatched quality, and superior service delivery, 5K has set the benchmark in Auto detailing. So it's no wonder that 5K has an impressive list as clients around the world.

Questions For Discussion

1. Do you think the present concept of franchising will benefit the company in the long run? Justify.
2. What other strategies can be handled by the employees to be more customer friendly?
3. What other problems can arise if more freedom is provided to each department?
4. Other than franchise model, what other business model can be suitable for this company?
5. Identify the strategies of 5K car care can use to overcome the challenges discussed above.
6. Study the trends in car detailing industry and analyse the indirect competition faced by the company.

Street Brands – Quality Vs Proximity

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In the recent past, especially during the pandemic and also in the current scenario, there evidenced a notable raise in the customer mindset towards branded to unbranded products and services. The economy had a bad shock due to market slow down and literally the shutdown. Many individuals lost their job, businessman shut their business, unemployment rate was at its peak like 23.52% in India during April 2021 as per Statista Research Department publication. More than 40 crore informal workers in India got pushed into deeper poverty due to the pandemic.

The fund flow has been totally affected, those who had lent aren't getting back their money, those are about to lend are not willing to lend, as the repaying capacity had become a question mark. Many working people started to sell and become street vendors to make their livelihood. Surprisingly, the business had got a good pick-up. The food industry, healthcare industry, medical industry, automotive industry are few examples to quote. People started with a paradigm shift in their mindset from quality and quantity to proximity. The nearer the better. This has lead to the mushroom growth of street brands, like the small food outlets, mobile food courts, home delivery service, tea stalls, Fruit vendors, Vegetable vendors, etc.

People got attracted and affiliated deeply as they get some fair quality of products and services in their proximity. They feel it as savings, minimum risk and enjoying their purchases and consumption. They also feel it as a sense of their societal responsibility to pave the way for the upliftment of the needy merchants.

Later on the situation had gradually faced ups and downs, and recently bit stabilizing and in the stage of recovery. People have taken vaccination and developed the herd immunity, apart from following strict public protocols viz., social distancing, wearing masks, washing hands with sanitizer, etc. The strict rules and fines from the police had contributed its part as well.

Now the biggest taboo is, will the customers mindset be the same like, having an inclination towards Proximity , or shift back to its pavilion of quality and quantity conscious. If so, what will happen to the street brands that had develop in the local market.

Questions:

1. Discuss the possibilities of their survival in the local market.
2. Will the mid-sized retail outlets let them continue in the market and compete with the street brands or provide a win-win situation?

A Dream of A Women

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I am nila (name was changed) I'm 40 years old till I studied up to grade 10 then due to family situation I dropped out of school and went to practice sewing. Then at the age of 22 I got married. I have been married for 18 years now. My husband is 50 years old. He's going to work for wages, at least a thousand rupees, he will work properly. He got married saying that he was going to go abroad to talk about what was going on Where the family is the perfect hardworking family where the mother is the one who shot and nurtured us Where Dad was the right drinker did a government job but he would get half his salary and he would go for a drink so this is where the 5 MEMBERS completed half of their studies, Desire to achieve a lot in this world. I also went to the sewing class I got used to everything I went to the store called Padmini Akka in the village market and I saw that I got some money and my sister and I took some cash and bought a gold chain that was the first gold chain that fell around my neck But that too with my Dad stole the time I was asleep and got drunk and a lot of experiences like this happen in our lives It was a time when we were struggling to come to terms with a ruler named Anton(name was changed)

Somewhere next door sister is the mother of this wedding paragraph he did not even want to be ten years old because the mother did not want the first Then he came to his own house and told his mother that he would go abroad after he got married So my mother said yes and said that she would keep me and my family well I have no interest in this marriage. I agreed to marry him only for my mother. It was only after two or three months that I found out his true nature. He has no toy problem or drinking problem but speaks words worse than a drinker, can't give ear and listen He keeps telling old stories over and over again Besides, he lied about going abroad and married me Well, he's not going abroad. If he thinks he's looking for a good job, he's not. Who got married, was at his mother's house so that he could take care of himself. The only fight there is not going to work properly. Every day at home, day and night, he keeps repeating the same old stories over and over again. Well, he's not going to work. I'm going to do something and take the family. Then his mother came and told him that there was a job in a shop he knew in Vavuniya and he told him to go to Vavuniya and work and stay there. This happened in 2005. At that time, the route was locked, we went to

Vavuniya in the airline, and the cash was given by the aunt. I did not want to go, so we went to Vavuniya as we could not bear the harassment. In the beginning the time went by irregularly, he was the only one who could not keep his mouth shut, there was something wrong with the workmen and the silk work was gone and I was not a little sad by this time, the first child was in the womb at that time.

It was a little manageable but all of this went unnoticed by me, looking at women who looked like me with the right anxiety, having a lot of dreams and desires but giving up everything for her husband and children and leaving without a trace of herself, and even though I was no exception I was treated like a god to my children, I also live in difficulty of caring. I am very concerned about the future of my children. I'm sure they should not suffer like me. I will give life to them and make them study well and reach a good position. I have a dream to go to a sewing shop in the village and have a lot of dreams of coming forward with my efforts, now it's just a dream come true and this community is the main reason why my dreams are shattered. 40- year-old Kari and I are still copying and teasing. How can you progress on your own in this slogan.

If you go to the store after six o'clock, they are standing on the road, they see it as a different matter. If you know I'm suing, you're going to damage the house. An incident like this happened in 2012. I was the one who was most affected and was in the intensive care unit of the hospital. A girl can do nothing alone. Anything can be done only with the help of husbands, relatives and brothers. That's how I keep children from being told by parents to raise their children at home. Husband is the one who tells the children how to tell the story without knowing the antecedents. All women must be brave enough to copy and stare at them on the street or to raise girls at home That's how I keep children from being told by parents to raise their children at home. He has no contact with women like a few men I am glad to think of this but I do not like the fact that he is constantly altruistic. He was watching this. He told this to my last child if your mother ran away with a red auto driver Is this the story of a father talking to his child? This is why I hate him for telling such a bad story If I were to tell you all this now, I'm going to end this story with something I'm going crazy with My only wish now is to build my children's lives in the right way. That's what I am doing right now.

I have no hope that I can work in Sri Lanka and come forward in Sri Lanka at present My children are well-educated children and after they have read some they have to be sent abroad if they fall at someone's feet The current recession in Sri Lanka, the economic imbalances and

the political turmoil that could destroy my children's future. Only if my children go abroad can they work well and come forward. I want to send my children abroad, not foreign countries like India or African countries. I want to send my children to European countries like France. Because that is where the economy is best preserved and rights are best respected. It is because of these desires that I am currently not sleeping day and night thinking about the future of my children and I am thinking how can I send them abroad thus making me very anxious. I also want my children to be near me when I die. More than that is the desire that my children should live well. That's why I'm earning them so that I can separate them and make them a valuable thing in civilization in a better way, even if my children are not near me when they die. It is because of these desires that I am currently not sleeping day and night thinking about the future of my children and I am thinking how can I send them abroad thus making me very anxious.

I have been involved in various endeavours. I have struggled in various ways to establish my identity in my own country in Sri Lanka and I have also served with various organizations such as the Community Organizations Monthly Association. Inequality also causes challenges. If the sewing industry is the most option for me I have borrowed from various places to do it in the best way. I have taken various loans based on short term loans from various organizations such as Mather's Association, NGO and Women's Association and I am repaying the loan purchased from them. But I did not get the success I wanted. I'm very sorry for this, it's a great effort for me, but it's a failure because I did not get the right support for that endeavour. That is why I would rather send my children abroad than work in my own country.

We want to tell you one more thing. Husband's support is essential for a woman's success. My husband can help me in many ways. But he did not help so I was in great difficulty and faced various challenges both in my family life and in my personal progress. I have lost my skills I do not have the healthy mental state that I had with me at the age of twenty. I consider myself a loser in my life. Now my whole purpose is to keep all the money that my children are sending abroad and somehow fall at my feet in the hands of those who have relations abroad and send them abroad. I am so happy that they will get the clothes I have not achieved in a good way. I hope they will go abroad and be very happy and take good care of me. There is a lot and I think I will be happy with that hope.

Untapping Untouched Hr Analytics For Pressure In Revamped Hr Practices

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Sreeman & Co was started in 2000, engaged in production of doors for residential and commercial places. Sale value of Sreeman & Co ranges from Rs. 5000 to Rs. 3,00,000. The customer base includes individual houses, apartments, villas, educational institutions, health care units, government and non-governmental companies. Annual revenue of Sreeman & Co is Rs. 50 crores. Though company was expanding market share higher than their competitors, the management strongly believed there is some untapped potential, they could be more competitive if they could have used current full capacity. The operations are divided into two bases: one for commercial and another one for residential.

In order to increase the operation capacity they decided to increase the workforce, still they find difficult to increase output. Management believed that the ongoing struggle to achieve greater growth was a result of poor productivity and quality control by frontline staff. Production department was enlisted for advice on improving factory output and quality. After some analysis, it was discovered that productivity and quality control were indeed very serious threats, but the cause of those issues was surprising to management. Despite leadership insistence that problems were due to poor use of equipment, bad layout, and quality issues, it was identified that the basic cause was due to the poor levels of employment and high staff turnover.

Apparently, there were a number of deep-seated issues within the operation that were leading to high staff turnover. The company had consistently won a number of regional awards for training and training initiatives, but this was all initial training for new hires, and there was no ongoing training or staff development. It proved hard to convince leadership that turnover was a major threat to the business, as they were convinced that the answer was better performance through better use of their current operations. This may have been true in the long run, but would not be

achievable unless leadership acknowledged that high turnover was a threat. Sreeman & Co failed to do this, and in the long run it hurt the company.

Talent processes are not only about pre-hiring, hiring or annual performance reviews, but they are also much more than that. You need to consider training, recreational activities, and counselling among others. While each organization is unique, there are some processes that should be standard, these can be regular one-on-ones, skip-level meetings, etc. HR should always be monitoring their talent processes, identify challenges and bottlenecks if any, and then work on them. It's ideal to meet with employees, however, we understand this may not always be possible or feasible. Conducting employee surveys is a good idea, get their feedback and inputs and work on them, let them know they are being heard.

Productivity levels will always go up and down and there are a host of factors affecting that. This ranges from office infrastructure, work environment, managers and team-mates, and job satisfaction among other things. Gathering data on what's affecting productivity will certainly arm you with data to take corrective actions. Employee engagement is a key factor affecting workforce productivity, look at improving engagement. You can start off by implementing a few employee engagement ideas and activities to boost the rate. Sreeman & Co completely lost in the above mentioned aspects. The company finally filed for bankruptcy in September 2020.

Question.

1. Discuss the pressure for HR in this situation and role of HR analytics

Mr. Holmes, Where Did The Cash Go?

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Abstract

The Sherlock corporation financial statement is analysed and the cash position of the company is not reflected. By analysing the financial statement of the organisation the Operating, Investing and Financing activity of the organisation is interpreted. The case presents the sources and uses of cash. The case reflects the accrual basis of accounting which is used to create financial statements. From the financial statement analysis, the importance of cash flow statement is understood. This case presents that Profits are not cash since they are not represented by cash in the financial statements. Finally, the case summarizes the other tools which present the performance of the organisation.

Keywords: Cash flow statement, Operating, Investing, Financing.

Mr.Holmes, Where did my cash go?

Sherlock is the Chief Executive of Sherlock Corporation and is baffled. His company's bank manager is at his back due to the Rs.6 crore bank overdraft facilities that was agreed on 3 months ago that is already overdue. Sherlock is facing penal interest rates. His company has an enviable 28% profit margin but there is no trace of cash on the balance sheet. You are Mr.Holmes an expert in financial statement analysis. You have been roped in by Sherlock to answer the question: "Mr.Holmes, Where did my cash go?" Analyse the financial statement of Sherlock Corporation and help Mr.Sherlock solve the mysterious case of no cash on the balance sheet.

Profit & Loss Account (Rs.Crores)			Year 1	Year 2
Revenues	60	Fixed Asset	95	105
Cost of Sales	(15)	Debtors	20	22
Gross Profit	45	Stocks	13	17
Operating Costs	(28)	Creditors	(4)	(6)
Operating Profits	17	Overdraft	-	(7)
Interest charges	(7)	Total	124	131
Profit Before Tax	10	Share Capital	100	100
Tax	(5)	Profit	(1)	(4)
Profit After Tax	5		99	96
Dividend paid	(8)	LT Loan	25	35
Retained loss	(3)	Total	124	131

Note: Operating cost includes a depreciation charge of Rs. 5 crores

Case discussion Questions

- 1.How is Sherlock Corporation able to run its business without cash?
- 2.Explain the need for Cash Flow Statement when the Income Statement and Balance Sheet are self-sufficient to explain financial results.
- 3.As Holmes what are your suggestions for Mr.Sherlock? Perform an appropriate analysis of the financial statement presented to you and list your suggestions.

Teaching Notes

Case Synopsis

The case presents the financial statement of a company. By analysing the statements, the company projects profit but the liquidity position or the cash position of the company is not reflected. This case presents the importance and necessity for preparation of cash flow statement in an organisation.

Teaching Objectives

This case is intended to teach the financial statement analysis tools and the case is focused towards the necessity of cash flow statement in an organisation. The case teaches the analysis of cash flow statement.

Audience

This case is suitable for students of managerial accounting and accounting for manager’s course. The case can serve as an introduction case for teaching the financial statement analysis. The case will be helpful for the students to understand the importance of preparing the cash flow statement in an organisation.

Discussion Questions

- 1.How is Sherlock Corporation able to run its business without cash?
- 2.Explain the need for Cash Flow Statement when the Income Statement and Balance Sheet are self-sufficient to explain financial results.
- 3.As Holmes what are your suggestions for Mr.Sherlock? Perform an appropriate analysis of the financial statement presented to you and list your suggestions.

Table 1: Teaching Approach

Discussion Points	Time
Issue of the case	10 minutes
Tools for analysing Financial Statements	10 Minutes

Sources and Uses of Cash	10 Minutes
Need for Cash Flow statement in an organisation	20 Minutes
Analysis of the financial statement	10 Minutes

Issue of the case

The case discusses the importance of cash flow statement in an organisation. The profit and loss and balance sheet does not reflect the position of cash in an organisation.

Question 1) How is Sherlock Corporation able to run its business without cash?

To understand how Sherlock is able to run the business without the cash, we need to analyse the sources and uses of cash:

Particulars (All Figures in Crores)		Sources	Uses	Result
Operating Activity	EBITDA	22	Working Capital - 4 Tax - 5	13 (22-9)
Financing Activity	Long term Loan	10	Dividend - 8 Interest - 7	-5 (10-15)
Investing Activity				- 15
				- 7
Bank Overdraft				7

Sherlock is able to run its business because of Bank Overdraft.

Question 2) Explain the need for Cash Flow Statement when the Income Statement and Balance Sheet are self-sufficient to explain financial results.

Financial statements are prepared based on accrual basis of accounting. Profits arrived at by the financial statements aren't represented by cash, therefore profit is not cash.

Profit is not Cash

Scenario 1: Credit sales

Particulars	Amount (Rs)	Particulars	Amount (Rs)
To manufacturing expenses	40,000	By sales (Credit)	1,00,000
To profit	60,000		
Total	1,00,000		1,00,000

Scenario 2: Depreciation

Particulars	Amount (Rs)	Particulars	Amount (Rs)
To manufacturing expenses	40,000	By sales (Credit)	1,00,000
To depreciation	20,000		
To profit	40,000		
Total	1,00,000		1,00,000

Real time managerial decisions are not based on profits. For example payment of dividend requires cash. Payment of interest on loans requires cash. Since financial statements like profit and loss and balances sheet are constructed based on accrual basis of accounting, there is a need for a statement based on real cash inflows and outflows.

Question 3) As Holmes what are your suggestions for Mr.Sherlock? Perform an appropriate analysis of the financial statement presented to you and list your suggestions.

Performance appropriate analysis

The cash flow statement prepared in question 1 helps to provide an answer to where the business is making or losing money. In addition to cash flow the following analysis can be done:

S.No	Particulars	Analysis	Calculation	Result
1	Collection period	(Debtors / sales) * 365	22/60 * 365	134 days
2	Inventory turnover ratio	Cost of goods sold / (Beginning inventory + Final inventory) /2	60/17	3.5 (low)
3	Payment to suppliers VS Receivables			4 times payable
4	Is the level of capital expenditure justified?			
5	Should the company be too generous with dividends?			
6	Is there possibility to reduce borrowings? (this can reduce interest charges)			

Bandhan Bank

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Bandhan Bank Limited is an Indian banking and financial services company headquartered in Kolkata, State. Bandhan Bank is present in 34 out of 36 states and union territories of India, with 5618 banking outlets and over 2.43 crore customers. On 17 June 2015, the Financial Organization of India granted a universal banking license to Bandhan Bank. In the same year, on 23 August, the bank started operations with 501 branches and 50 ATMs. The bank has raised deposits of over Rs 81,898 crore as on 30 September 2021 and has a total advance amount of Rs 81,661 crore.

History

Bandhan Bank started in 2001 as a not-for-profit enterprise providing micro-loans to the underprivileged sections of the society. It focused on financial inclusion and women empowerment through sustainable livelihood generation. In 2006, Bandhan acquired an NBFC for a proportion of its microfinance activities. It has become an NBFC-MFI to further its core objective of economic inclusion. In 2010, Bandhan was recognized as the most important MFI within the country. On 2 April 2014, Bandhan received in-principle approval to make it a universal bank. On 17 June 2015, Bank of India granted Universal Banking License to Bandhan Bank. Bandhan Bank commenced operations on 23 August 2015 after Bandhan Financial Services Limited (BFSL), its parent company, the entire micro finance business was transferred to the bank and then the bank simultaneously resumed normal banking activities. Its public shareholders then included the International Finance Corporation; Sovereign Wealth Fund of Singapore, a branch of GIC; and Small Industries Development Bank of India.

The then Hon'ble Union Minister, Shri Arun Jaitley inaugurated the bank on 23 August 2015 in Kolkata, making Bandhan Bank the primary bank to line up in Eastern India after independence. The bank had significantly improved its presence in the East and North Islands due to the lack of other banking organizations. On 27 March 2018, Bandhan Bank got listed and became the 8th largest bank in India by market capitalization on the day of listing.

Micro Finance

Bandhan started its microfinance operation from the small village of Bagnan, 60 km from Kolkata and this is the first instance in India when a microfinance entity is turning into a universal bank and focusing on serving underbanked and underserved markets. Is. The model of personal lending through group formation was adopted. Over 18 years, the bank has presence in 34 states and union territories with a specific target to the eastern and underdeveloped states of Northeast India. It caters to micro-banking and general banking needs by providing loans for a wide variety of asset and liability products and services. Its asset products include retail loans including micro, small and medium enterprises (SME) loans and a significant portfolio of micro-loans in the form of small enterprise loans as well as other banking products and services such as debit cards from banks for loan and deposit products. , also provides Internet Banking. , mobile banking, online bill payment services and distribution of third party general insurance products and non-depository financial institution products that help generate non-interest income and meet the additional needs of its customers.

Investors

Bandhan Bank may be a subsidiary of Bandhan Financial Holdings Limited (BFHL). BFHL may be a heavily owned subsidiary of Bandhan Financial Services Limited (BFSL), which started business in microfinance in 2006 and in 2009 bought Bandhan Bank and also its microfinance business. Later BFSL shifted its microfinance business to Bandhan Bank as the past had become India's largest microfinance company by number of subscribers and size of loan portfolio and Bandhan Bank Ltd. Incorporated as a Public Limited in Kolkata, State on 23 December 2014 and RBI on 17 June 2015 issued a license under Section 22 of the Banking Regulation Act authorizing the Bank to prohibit banking business. Public shareholders of BFSL include International Finance Corporation (IFC), IFC FIG non-depository financial institution, Small Industries Development Bank of India (SIDB) and Caladium Investments Private Limited; A corporation managed by GIC Special Investments Pvt Ltd.

Board Of Directors

The board of directors included Haroon Rashid Khan, former deputy governor of Bank of India for a five-year term between 2011 and 2016.

Initial Public Offering and Securities Market Listing

The equity shares of Bandhan Bank are listed on Bombay Exchange and National Exchange of India. By the end of the three-day long issue, the IPO was subscribed almost 15 times. On its exchange debut (27 March 2018), the equity opened at Rs 487.33 and closed at Rs 476.85 in the National Securities Market; Its issue price is 27% higher than Rs 375.

Fusion

In January 2019, Bandhan Bank initiated the method of acquisition of GRUH Finance, a Development Finance Corporation Limited-backed housing non-depository financial institution within a share-swap deal through a scheme of amalgamation. RBI gave its no-objection on the scheme on 14 March 2019. The bank has received no objection on the scheme from BSE and hence also from NSE on 3rd April 2019. On 15th April 2019, Competition Commission of India (CCI) has also approved the scheme. On 30 July 2019, the Bank received the approval of its shareholders for the proposed acquisition of GRUH Finance. Further the Bank obtained the approval of NCLT, Bench at Kolkata on 27th September 2019. Then GRUH Finance officially merged with Bandhan Bank on 17 October 2019, and hence the combined record of Q2 results of the bank crossed the Rs 100000 crore mark.

Bandhan Bank Crisis

The market share of Bandhan Bank declined by around 21% as on October 1, 2018, due to the Bank of India (RBI) accusing Bandhan Bank of expanding its branch operations and freezing the salary of Chief Officer Chandra Shekhar Ghosh. was banned. Bank of India (RBI) took this action after the Manager and Chief Officer Mr. Chandra Shekhar Ghosh did not fulfil the shareholding guideline conditions as suggested by RBI.

RBI has clearly notified under the licensing condition that a private sector bank should have a promoter stake of 40%. Bandhan Bank was advised to reduce the promoter's stake to 40% within three years of operation. Bandhan Financial Holdings Limited (BFHL) acted as the promotional company for Bandhan Bank and held 82.28% stake within the bank.

Operational Journey of Bandhan Bank

Bandhan Bank's journey started in 2001 when Mr. Chandra Shekhar Ghosh founded an NGO named Bandhan and by 2006 Bandhan established itself as Microfinance. Driven by a relentless desire to serve the people better, Bandhan Microfinance took off in 2015 as a Universal Bank. Bandhan Bank Limited was incorporated on 23 December 2014 with 51% ownership of its subsidiary, Bandhan Financial Holdings Limited.

The progressive development of Bandhan NGO into a fully-fledged commercial Bandhan Bank was on a benchmark journey. Bandhan Microfinance had a powerful presence in lesser banking sectors such as the East and North-Eastern regions of India. Moreover, the attitude of serving the agricultural population along with financial performance and record strength provided a valid reason for India's banking company to upgrade the micro-lenders into large industrial houses. In exactly 5 years of operation, the bank has added a customer base of 2.01 crores and a network of 4559 banking outlets. The bank has a deposit value of Rs 57,082 crore and total advances and deposits of Rs 1,28,928 crore.

Holding Structure of Bandhan Bank Limited

To understand the crisis of Bandhan Bank, it is necessary to know the holding structure of Bandhan Bank Ltd. In order to meet the regulatory requirements of a banking company of India, Bandhan created a layering of holding structure within the variant of Bandhan Financial Holding, a heavily owned subsidiary of Bandhan Financial Holding. Bandhan Bank Limited is then promoted by this non-operative company Bandhan Financial Holding, which now owns 60.96% stake in the banking entity.

Reasons and Criteria for Reducing Promoter Shareholding

The RBI guidelines for Bandhan Bank were to reduce the stake of its promoters within the company. There are basically two main reasons behind this dilution. First and foremost, reducing promoters' shareholding within the banks' capital structure would lead to relaxation of promoter influence within the bank, thanks to their concentrated shareholding within the decision. RBI wanted to diversify promoter holding in banks from individuals, to make them more institutionalized, and to enhance corporate governance in banks. When the decision-making capacity is in the hands of very few and improper use of funds may result in misappropriation of funds or fraud.

A bank can be a public institution handling public money and any unfair decision will lead to disastrous consequences due to the dominance of the promoter. Another reason for reducing

promoter shareholding is financial implications. By reducing shareholding, banking institutions are able to raise more and more capital needed for their expansion and better financial stability.

IPO and Promoter's Shareholding

As per the Common Public Listing Guidelines, Bandhan Bank was listed on the securities market on March 27, 2018, i.e. after three years of operations on BSE and NSE. The Rs 4470 crore IPO got subscribed 14.63 times and got a powerful response from the market with 27% premium on the date of listing in the market. The intention of the IPO was to reduce the promoter's stake, but the IPO only managed to reduce the promoter's stake from 89.76 to 82.28%. This ratio was far from the target limit of 40% as per RBI guidelines. One factor that was preventing the promoter's stock from further dilution was SEBI's guidelines regarding lock-in period with respect to the difficulty of capital disclosure requirements under sections 32 and 36. This section also provides that a total of 20% of the full equity share capital post IPO should be held by the promoters for at least three years after the issue of IPO. Bandhan Bank had a lock-in period till March 2019 under this SEBI guideline. The SEBI agreement supersedes RBI's guidelines for promoter's share dilution. Bandhan Bank could have been saved from all this trouble had it planned for its IPO listing.

Options for Share Dilution

Bandhan Bank has 3 ways to reduce its promoter's stake, after availing one year for the lock-in period under SEBI guideline. • Offer purchasable (OFS) where NOFHC will have to dilute its stake by selling a direct stake of its equity. • Inorganic approach of mergers and acquisitions because of dilution. • Primary and secondary fundraising through exchange operations.

Bandhan Bank adopted an inorganic approach to dilution. In October 2019, Bandhan Bank merged with Gruh Finance, a housing finance subsidiary of HDFC Ltd. based in Ahmedabad. The deal saw the transfer of its 14.9% stake to HDFC to merge with Gruh Finance. The deal reduced the promoter's stake ratio from 82.28% to 60.96%. This also helped Bandhan Bank to diversify its risk portfolio. A recent update has solved this dilution problem of Bandhan Bank when the promoter shares were sold to institutional investors such as Caladium Investments Pvt Ltd, Camas Investments Ltd, Morgan Stanley Asia Singapore, Copt hall

Mauritius Investments etc. . Now promoters hold 20.95% stake in Bandhan Bank. Meets the regulatory requirement of RBI.

Rbi Restrictions and Exemptions

Under Section 35A of the Banking Regulation Act 1949, RBI imposed banking operations restrictions on Bandhan Bank which restricted Bandhan Bank to opening new branches. In October 2019, RBI imposed a monetary penalty of Rs 1 crore on Bandhan Bank for not meeting regulatory compliance with regard to shareholding. After hard negotiations, RBI allowed opening of 40 branches in December 2018. In August 2020, Bandhan Bank managed its promoter's stake under RBI limits, and hence all restrictions were lifted from Bandhan Bank.

Lessons Learned From Bandhan Bank Crisis

The Bandhan Bank crisis is an exemplary case in Indian banking history, showing how important it is to comply with regulatory guidelines and the consequences of non-compliance with regulatory bodies' rules. We can also study investor behaviour and stock market volatility in relation to investor behaviour. Bandhan Bank's share price fell 21% due to RBI's announcement of the bank.

Case Study On Optimisation of Online Retail Space Through Market Basket Analysis Using R.

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A case study to read the relationship among the products and related brand available in an online retail platform created by Small scale retailers. The relationship can be read using any of the data mining techniques. Market basket analysis (MBA) will stand as one of the best techniques to analyse the arrangement system which would determine the designing of the web space and strategies to optimize their sales and profit. Indeed it enhance the marketing and inventory management departments to gather information on customers' purchasing styles and level of satisfaction. This is highly related to optimization of space and increase in profit. The association rules, support count, lift and level of confidence measurements from the data set would read the relationship between the products and brands. From the literature reviews it was observed that there are many research cases which provide solutions to larger retailers and exclusively on grocery sector. This case aims to provide a solution for small scale online retailers to optimize their web space and improve profits. Data set of 200 customers who purchase online from 3 platforms were gathered and the relationship of the same was studied for optimization. The solution provides valuable inputs for cross expansions and diversification of new line of products in the same space.

Introduction:

Procuring of goods and services over online mode has attained huge popularity in recent years. Consumers find it more convenient and comfortable to buy from their own places and they also enjoy the ease of sitting in a place and avoid the trouble of physical movement in search of their choices. During Pre and post Covid period number of businesses exclusively large and medium scales have developed huge web space to sell their products and services through online mode. Online form of retailing permits consumers to fetch data of the required

good and services over a period of time through web mode. There are few familiar brand of online retailers who support large, medium scale retailers. There are different form of physical retailers in India. The profitability ratio of physical retailing cum online retailing varies in all geographic locations. But when we compare large, medium and small retailers it exposes a poor graph for small scale retailers. The challenges listed by small scale retailers online contributes more on space management.

Several reviews were read to identify the original problem of this case. This case study focuses on sorting the available web space to promote either their product or their service in the given point of time. There are several tools and techniques which are recommended for data analysis and data mining. The original problem starts in analysing the set of data which is available with the respective stores. In the case study the research space utilized for development of this case was the web space of online retailer who is dealing with textiles, accessories and related products.

Store 'A' was started in the year 2015 with a capital of Rs. 8,00,000. Since their inception they have redefined the art of retailing in beauty and personal care products, they were also instrumental in fostering the growth of the stores through their tough transformation from retailing to e-retailing. The mission was redefined now and then and it states as 'redefining beauty everyday'. They own 7 product categories ranging from beauty products to textile products. The turnover of the store was showing a growth graph since inception started with Rs.8,00,000 and now it has raised to Rs.27,00,000. Value additions were made to their products and they were promoted in bundles. While moving forward it was a challenging phase for Store-'A'. They had to look for a commercial web space which would yield at least a breakeven turnover. The store was able to showcase all their product categories through the web space and were able to yield good result.

The inventory department was able to make few observation on traffics visiting the store space and rate of conversion on the visits. It was observed that consumers were visiting the web space for few listed products and services and quit from the site. The web space available for promotion is optimally used by the store. The advantage of e retailing is it can provide hundreds of thousand items in one space and attract consumers to shop. This can be at least 30-50 times more than the physical stores. For any e- retailer, cost of designing, storing and referring of any web space for any number of products will represent only a small fraction of the cost as compared to any physical cost of storing. In the representative case

study it was observed that the web space utilization was not done optimally. When the space utilization was done for 5 range of products it was able to fetch good turnover over the capital investments. The total product categories owned by Store ‘A’ is 7. If the shop would concentrate in sort the set of fast moving products and slow moving product ranges and analyse the non-moving and low traffic spaces it would be used for other category of products and other extension of ranges.

Optimizing the web space to greater level is the business objective of Store ‘A’. As a business analytics suggest methods to manage inventory space through any software applications/techniques.

ANNEXURE: The following are the data set of customer who purchased products from store ‘A’- online platform. (Sample data).

Transaction 1	Tees, jeans, night wear, jacket, lip gloss, sweaters, liners
Transaction 2	Jeans, loose fit t-shirts, big knit sweaters
Transaction 3	Skinny denim, loose fit t-shirts, night wear, liners, lips sticks
Transaction 4	Jeans, long sleeve top, night wear, t-shirts
Transaction 5	Ready to wear blouses, jean, lips sticks, silk under skirt
Transaction 6	Close neck t shirts, skinny denim, jackets, lip gloss
Transaction 7	Boot cut regular, loose fit t-shirts, liners, Skinny denim
Transaction 8	Loose fit t-shirts, liners, skinny denim, lip sticks, Cutlery
Transaction 9	Loose fit t-shirts, sweaters, jean, long sleeve jackets,
Transaction 10	Liners, jean, Ready to wear blouses, silk under skirt, lips sticks
Transaction 11	Loose fit t-shirts, night wear, Tees, jeans, lip gloss
Transaction 12	Night wear, Tees, jeans, big knit sweaters, skinny denim, liners
Transaction 13	Jeans, big knit sweaters, t-shirts, liners
Transaction 14	Liners, Close neck t shirts, jeans, jackets, lip gloss
Transaction 15	Cutlery, Ready to wear blouses, lipstick, Silk under skirt, liners

Teaching note

What is MBA? Scope of MBA in inventory management:

Retailers and e retailers suffer a challenge of maintaining their inventory and store merchandising space. This is a major issue of both large and small scale retailers in both product management and space management. There are many techniques to sort products and manage inventory. One of the best utilized and proposed techniques is market basket analysis (MBA). This is also called as association analysis in data mining. This will help retailers to

understand the commonly purchased product categories and frequently purchased product/brand lines. Working of MBA is exposed as below

Association Rules

The similarities between product scan be observed through many ways. Those techniques fall within the framework of the general association. In simple words, the net result of this method is a set of rules that can be interpreted as “if that is so.”

Assume there are 12 customers: 10 of them bought jeans, 6 of them bought jean with a category of t shirts and 3 of them bought ready to wear blouses along with silk under skirts.

Transaction 1	Tees	jeans	night wear	jacket	lip gloss	sweaters	liners
Transaction 2	Jeans	loose fit t-shirts	big knit sweaters				
Transaction 3	Skinny denim	loose fit t-shirts	night wear	liners	lips sticks		
Transaction 4	Jeans	long sleeve top	night wear	t-shirts			
Transaction 5	Ready to wear blouses	jean	lips sticks	silk under skirt			
Transaction 6	Close neck t shirts	skinny denim	jackets	lip gloss			
Transaction 7	Boot cut regular	loose fit t-shirts	liners	Skinny denim			
Transaction 8	Loose fit t-shirts	liners	skinny denim	lip sticks	Cutlery		
Transaction 9	Loose fit t-shirts	sweaters	jean	long sleeve jackets			
Transaction 10	Liners	jean	Ready to wear blouses	silk under skirt	lips sticks		
Transaction 11	Loose fit t-shirts	night wear	Tees	jeans	lip gloss		
Transaction 12	Night wear	Tees	jeans	big knit sweaters	skinny denim	liners	
Transaction 13	Jeans	big knit sweaters	t-shirts	liners			
Transaction 14	Liners	Close neck t shirts	jeans	jackets	lip gloss		
Transaction 15	Cutlery	Ready to wear blouses	lipstick	Silk under skirt	liners		

Image 1

‘If {Jeans} then {t shirt}‘

The rule means, if a transaction holds Jean, it also contains any t shirts(any form of t shirts). The collection of items hold in the ‘if portion‘ of the rule is known as the **antecedent** and the item set that is corresponding to the ‘then portion‘ of the rule is known the **consequent**. Typically, only Association rules for which the consequent consists of a single item are considered because these are more actionable. Although the number of possible Association rules can be overwhelming, we normally investigate only the Association rules that involve antecedent and consequent items that occur together frequently.

Support Count

How to measure frequently and occurring instances from these transactions. To formalize that we need to define the **support** of an identified item set. Support of an identified item set

is the number of transactions in the given data set which include the item set. Considering the given data the support of {Jean} is 10, being the transactions 1,2,4 5 9 10 11 12 13 14

The impact of an Association rule is ruled by the number of transactions that may affect which is measured by calculating the support of the identified item set consisting of the union of its antecedent and consequent. Accordingly, for the given data, the support count of {Jeans, t shirt} is 6, being the transactions 1 4 9 11 13 14

Rule of thumb states that only Association rules with a support count of at least 20% of the total number of transactions is accepted. From the above data set the support count of {Jeans, t shirt} is 50% which is more than 20% of the total number of transactions.

Confidence

In addition to support count, we need another measure known as *confidence*. Confidence can be calculated as below

$$\text{Confidence} = \text{Support of \{antecedent, consequent\}} \div \text{Support of \{antecedent\}}$$

From the data set:

Confidence of

$$\begin{aligned} \{\text{jean and t shirt}\} &= \text{Support count of \{jean and t shirt\}} \div \text{Support count of \{jean\}} \\ &= 6 \div 10 \\ &= 0.6 \end{aligned}$$

A high value of Confidence is gives a good association between the antecedent and consequent. However, this may be confirmed by knowing the lift ratio.

Lift ratio

Lift ratio is defined by the following relationship.

Lift ratio can be calculate as (Confidence) ÷ (Support of consequent / total number of transactions)

Lift ratio for if 'jeans' then 't shirs'.

$$\begin{aligned} \text{Confidence \{jeans and t shirt\}} &= 0.6 \text{ [as already arrived at]} \\ \text{Consequent} &= \text{t shirt} \\ \text{Support of consequent} &= 10 \\ \text{Total number of transactions} &= 12 \\ \text{Lift ratio} &= 0.6 \div (10/12) \\ &= 0.6 / 0.8 \\ &= 0.72 \end{aligned}$$

The Lift ratio of 0.72 can be inferred as 'identifying a customer who has purchased both jeans and any variety of t shirt

Lift ratio is accepted when it nears or greater than 1.00 suggests that the level of association between the antecedent and the consequent is higher

We can work out the Lift ratio for {Ready to wear blouses and silk under skirts} as using the same set of formulas. The calculation of MBA can be done using R.

R is a programming language which is a widely-used and well associated for Association Rule algorithm and is one of the popular algorithms used in market basket analysis. Using R studio the given data set was taken for a study and the results are exposed.

The output Screen from R:



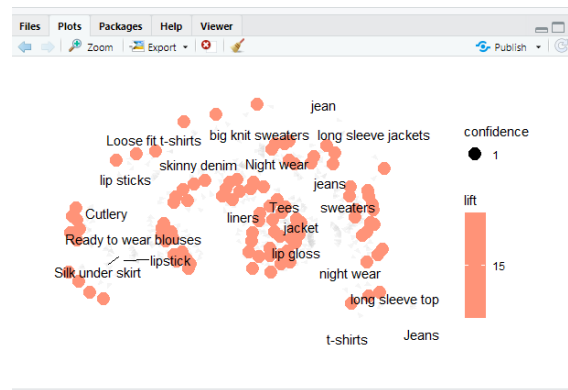
```

RStudio
File Edit Code View Plots Session Build Debug Profile Tools Help
Go to file/function Addins
Source on Save Run Source
1 dataset = read.transactions('Market_Basket_Optimisation.csv', sep = ',', rm.duplica
2 str(dataset)
3 library(arules)
4 library(arulesviz)
5 set.seed = 220 # Setting seed
6 associa_rules = apriori(data = dataset, parameter = list(support = 0.004, confidenc
7 itemFrequencyPlot(dataset, topN = 10)
8
9 # Visualising the results
10 inspect(sort(associa_rules, by = 'lift')[1:10])
11 plot(associa_rules, method = "graph", measure = "confidence", shading = "lift")
12
13
9:1 (Top Level) R Script

```

```

R 3.6.2 ~ /
[9] {Cutlery,Silk under skirt} => {lipstick} 0.06666667
[10] {lipstick,Ready to wear blouses} => {silk under skirt} 0.06666667
confidence coverage lift count
[1] 1 0.06666667 15 1
[2] 1 0.06666667 15 1
[3] 1 0.06666667 15 1
[4] 1 0.06666667 15 1
[5] 1 0.06666667 15 1
[6] 1 0.06666667 15 1
[7] 1 0.06666667 15 1
[8] 1 0.06666667 15 1
[9] 1 0.06666667 15 1
[10] 1 0.06666667 15 1
> itemFrequencyPlot(dataset, topN = 10)
> |
    
```



Environment	History	Connections	Tutorial
R	Global Environment		
Data			
associa_rules	Formal class	rules	
dataset	Formal class	transactions	
f	List of	9	
Groceries	Formal class	transactions	
m	List of	9	
r	List of	9	
retail	397924 obs. of 9 variables		

From the above study it can be concluded that from the optimization of the web space can either depend on the support ratio of the lift ratio. More we depend and sort our products based on lift ratio the more the association rule is maintained. Store ‘A’ can calculate MBA every month and sort their products and increase their turnover. The unused space would be optimally utilized through this method.

Case Study On A Study On Privatization of Bpcl In India

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The government has a plan of privatizing many units including the BPC. BPCL is surprisingly making a profit continuously for a longtime. Privatization is a process of transfer of ownership, property, or business from the government to the private sector. Privatization enables the companies to transfer ownership from government to private companies. The oil sector of India was established in 1889 with the discovery of the first oil deposits in Digboi town of Assam. Since then, the oil and gas industry in India has seen leaps and bounds. India, with a consumption of 5.16 million barrels per day (MBPD) of oil in 2019, was the third largest consumer of oil in the world in 2019. India is also the second largest refinery in the world with a capacity of 249.9 million metric tons (MMT).

Among the variety of Public Sector Units being privatized by the government, BPCL is one among such PSUs. It is one of the leading stakeholders in the Indian oil sector. Thus privatization will have a primary bang on the oil sector. This move of the government has been considered as the biggest ever privatization drive. The governments proffered bids for the sale of its entire 52.98% stake in BPCL. This step has led to mixed reactions from the people. Thus, it is important to study why people are having so much debate on the issue of privatizing this major giant in the Indian oil sector.

Bharat Petroleum Corporation Limited (BPCL) is the second biggest refiner in the oil sector of India. It has four refineries in Mumbai, Kochi, Bina in Madhya Pradesh, and Numaligarh in Assam. With around 14,800 retail outlets, BPCL is one of India's best public sector

companies. The company has made it to the Fortune 500 list for the past 16 years by performing really well over the years. The company was awarded the status of Maharashtra in 2017 and it has a market share of about 24% in petroleum products in India. As stated above the government holds around 54% stake in BPCL and in November 2019, announced that it would privatize various public sector units including BPCL.

BPCL being a major player of the Indian oil sector has a large impact on the Indian economy as well. Recently, net profit in the June quarter doubled for BPCL. Net profit in April-June was Rs 2,076.17 crore. Apart from this, BPCL has a CSR share of about Rs. 180 crores. The government is trying to bridge the fiscal deficit by the profit that they will gain from the privatization of BPCL. However, in the long run, this step would not be enough. BPCL being a profitable unit provides a profit of Rs. 2050 Crore monthly. Thus, the economy would be affected in the long run.

The employment issue would also be one of the impacts the privatization of BPCL will have. The impact analysis of the privatization of such a profit-making public sector undertaking of the country would be clear only when a clear benefit analysis is made. There are various issues and challenges also which indicates the bad decision of the government. Thus, let us analyse a few of these merits and issues related to the privatization of BPCL in India and what it holds for the future of the country.

Problem Statement

Bharat Petroleum Corporation Limited (BPCL) is public sector which was started in 1952. BPCL is a refinery which currently processes 6% of indigenous and 94% imported crude oil and then distills them to buy products like petrol, diesel, kerosene, petcoke etc..

BPCL shows a balance sheet of approximately 8000 crore per annum.

Government has 52.98% stake in BPCL which is decided to be disinvestment. Government wants to privatize a profit giving company to balance its budgetary loss.

Root Cause of Government Decision of Privatizing BPCL

- Inflation
- Deficit in government funds
- Government debts
- Under developing economic conditions

- Current corona pandemic situation

Problems that will arise If BPCL is Privatize by Government is listed below

- There will be monopoly in business. The power of authority will be centralized.
- There will be downsizing of employee.
- There will be no job security, it will lead to un employment.

BPCL is a big firm with approximately 17,318 petrol bunks, 6000 LPG distributors all over India. If private sector fails to run the company into loss the common people have to bear the consequences.

Privatization will hinder ongoing projects. Private company work for the profit of the organization not for the public's benefit. If disposal of the company is not maintained properly it will lead to pollution and various hazardous healthy issue for common people. Privatization will get full authority on controlling the pricing of products. As BPCL is working on essential commodity then common people have to face the pricesurge of products. After privatization there will no transparency. To conclude privatization will cause a lot of hindrance or obstacles in developing the economics of our country rather than helping to develop our economy.

There are few Alternatives that can be Considered before Taking A Decision of Privatization of BPCL

Inflation is the main reason that government is taking a big step on privatizing BPCL. So to reduce inflation, we can export more commodities and try to limit our import.

- Plan for alternative source rather than importing.
- Schemes to develop exports of our country.
- Excise heavy duty tax on luxury products.
- Excise tax for having assets more than the nominal point.
- Give more opportunity to set up for entrepreneurs.
- Adapt swadeshi concept.
- Setting up of more SEZ (Special Economical Zone) in our country.
- Allow foreign company to set up in our country with a condition to use our country raw materials.
- Make budget transparent to common people avoid laundry of the funds.
- Provides various facilities to enterprises like schemes, cold storage of unit, innovation centres etc.

- Farmers are our back bone of our country, so give them full support and help to increase their productions.
- Less interference of politics in the business sector.
- Allow large capital investment on our country.

The Optimum Solution

According to the situation, the government is facing economical crisis , increasing the production of our country will help us deal the crisis. It will help improve our revenue in many ways like producing more goods with available resources will help in reducing cost price of the product which will increase the sale and demand.

Production unit will solve unemployment. Producing goods in our own country will help decrease of import.

Conclusion

To conclude we should give more opportunity to entrepreneurs and production of Indian products to increase the exports, sales and taxes. By using this alternative method, we can stop the privatization. therefore, government's revenue will increase. The change will not occur in a day or a month but continuous efforts will lead to our goal of becoming a surplus economy.

***Productivity improvement through Work measurement techniques in
Garment Industry- A Case analysis***

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Abstract

The study was carried out at Garment Industry where the major problem was improper manufacturing and Ergonomic practices that impacted the productivity of the garment industry. In order to solve the above defined problem MOST and MODAPT Work measurement techniques were applied. The two techniques implemented on the assembly line, improved productivity by 32.58% of the given operations.

Case Introduction

The unnecessary motions are those which add time, effort and non-value to the process completion, thereby increasing the standard time and decreasing the productivity.

The standard time and the bottlenecks determined using the existing process formed the base in studying and analysing the two techniques M.O.S.T and M.O.D.A.P.T.S. While the Maynard Operation Sequence Technique is identification of unnecessary movement method. The Modular Arrangement of Predetermined Time Standards is the ergonomically reduced time method. During the ergonomically reduced time method beyond elimination of unnecessary movements, improper ergonomics practices are identified resulting in reducing

operator's moves and hence productivity improvement. Thus making each operation effective and efficient.

Problem definition

Due to improper manufacturing and ergonomic practices in sewing unit of garment industry, there is less productivity. Productivity of section in existing process is insufficient to fulfil required demand. The main concern for the company is productivity of the sewing section and the existing process was insufficient to fulfil the required demand.

Objective

To enhance the productivity of sewing section by applying M.O.S.T & M.O.D.A.P.T work measurement techniques.

Data Collection and Analysis

Table 1: Time study on Existing Process

Wonder Blues:- United Colours of Benetton #SS21 #3151I													
Man Power	Operations	M/C	Observed Cycle Time (S)					Total (Sec)	Avg Cycle Time (Sec)	Cycle Time + 15% All	Cycle time + 15% in Mins	Capacity / Hour in Pcs	Capacity per day
			1	2	3	4	5						
	BACK PREPARATION												
1	Back yoke attach	FOA	15.92	16.52	15.81	16.52	17.56	82.33	16.466	18.9359	0.3155983333	190.1150724	1520.920579
2	Bk pkt emb edge cut	SNEC	9.89	9.88	9.9	9.83	10.08	49.4	9.88	11.362	0.1893666667	316.8456258	2534.765006
3	Bk pkt emb edge mark	Table	19	22.96	16.86	26.44	24.05	109.31	21.862	25.1413	0.4190216667	143.1906862	1145.52549
4	Bk pkt hem	SNC S	4.04	4.022	4.09	4.26	4.29	20.7022	4.14044	4.761506	0.07935843333	756.0633127	6048.506502
5	bk pkt centre att curve shape	SNL S	14.67	16.33	15.93	15.96	15.72	78.61	15.722	18.0803	0.3013383333	199.1117404	1592.893923
6	bk pkt centre att curve shape	3TO/L	4.8	4.6	4.49	4.76	5.09	23.74	4.748	5.4602	0.09100333333	659.3165086	5274.532068
7	bk pkt centre att curve shape t/s	SNL S	17.32	12.52	16.05	12.71	11.06	70.65	14.13	16.2495	0.270825	221.5452783	1772.362227

8	Bk pkt iron	I-TABLE	30.93	27.66	28.35	28.89	27.94	143.77	28.754	33.0671	0.5511183333	108.869541	870.9563282
9	Bk pkt attach mark	TABLE	43.08	43.58	39.87	36.11	36.55	199.19	39.838	45.8137	0.7635616667	78.57911498	628.6329198
10		SNLS	50.38	49.89	51.39	50.76	42.55	244.97	48.994	56.3431	0.9390516667	63.89424792	511.1539834
11	Bk pkt attach	SNLS	68.41	65.69	68.25	67.11	77.68	347.14	69.428	79.8422	1.330703333	45.08893793	360.7115034
12		SNLS	46.55	47.66	60.16	50.37	52.85	258.06	51.612	59.3538	0.98923	60.65323534	485.2258828
13	Bk pkt t/s	SNLS	34.98	48.5	57.47	58.4	59.18	258.53	51.706	59.4619	0.9910316667	60.54296953	484.3437563
14	Bk rise attach	FOA	28.05	26.63	27.05	29.63	27.08	138.44	27.688	31.8412	0.5306866667	113.0610655	904.4885243
15	Bk panel folding chain st	SNC S	21.87	19.37	17.71	19.84	15.94	94.73	18.946	21.7879	0.3631316667	165.2293245	1321.834596
16	Bk panel serging	3TO/L	26.12	27.73	25.76	26.64	25.03	131.28	26.256	30.1944	0.50324	119.2274064	953.8192513
	FRONT PREPARATION												
17	Frnt coin pkt attach marking	TABLE	16.8	15.54	19.19	17.27	17.98	86.78	17.356	19.9594	0.3326566667	180.3661433	1442.929146
18	Frnt rise, s/fly and top facing o/l	3TO/L	12.66	13.17	15.36	11.86	11.57	64.62	12.924	14.8626	0.24771	242.2187235	1937.749788
19	Frnt coin hem	DNLS	14.75	12.19	12.42	11.9	11.96	63.22	12.644	14.5406	0.2423433333	247.5826307	1980.661046
20	D/fly tacking, wash care label & shade label attach	SNLS	18.82	18.54	20.37	21.51	20.27	99.51	19.902	22.8873	0.381455	157.2924722	1258.339778
21	Frnt both facing attach	SNLS	21.07	21.32	23.02	22.35	21.95	109.71	21.942	25.2333	0.420555	142.6686165	1141.348932

Table 2: M.O.S.T analysis(Proposed method)

	machine	GET	Controlled Move	RETURN	Index	MOST Standard
--	---------	-----	-----------------	--------	-------	---------------

	used	A	B	G	M	X (process time in seconds)	I	A	total	time in seconds
back preparation										
back yoke attach	FOA	1	0	1	1	25.13	2	1	31.13	11.2068
back pocket hemming	SNCS	1	0	1	1	9.32	1	1	14.32	5.1552
back pocket embroidery raw edge mark	TABLE	0	0	1	1	30.51	1	1	34.51	12.4236
back pocket embroidery raw edge cut	SNEC	0	0	1	1	15.68	1	1	19.68	7.0848
back pocket iron	I-TABLE	1	0	1	1	30.25	1	1	35.25	12.69
back pocket attach mark	TABLE	1	0	1	1	15.32	3	1	22.32	8.0352
back pocket centre attach curve shape	SNLS	0	0	1	1	22.35	3	1	28.35	10.206
back pocker centre attach curve shape	3TO/L	0	0	1	1	8.6	1	1	12.6	4.536
back pocket centre attach curve shape top stitch	SNLS	0	0	1	1	25.25	1	1	29.25	10.53
back pocket attach	SNLS	1	0	1	1	53.21	1	1	58.21	20.9556
back pocket top stitch	SNLS	1	0	1	1	43.34	1	1	48.34	17.4024
back rise attach	FOA	1	0	1	1	25.32	4	1	33.32	11.9952
back panel serging	3TO/L	1	0	1	1	23.54	4	1	31.54	11.3544
back panel folding chain stitch	SNCS	1	0	1	1	18.72	1	1	23.72	8.5392
back panel inspection	CHECKER	1	0	1	1	21.83	1	1	26.83	9.6588
front preparation									0	0
front coin pocket attach mark	TABLE	1	0	1	1	19.56	1	1	24.56	8.8416
front rise, single fly and top facing overlap	3TO/L	1	0	1	1	18.84	2	1	24.84	8.9424

Table 3:M.O.D.A.P.T.S technique or ergonomically reduced time method

Operation	Sub-operation number	Sub-operation	Code	MOD	Normal time in seconds	Allowance	MODAPTS standard time in seconds
Back pocket centre attach curve shape	3.1, 3.5	Picking the pant piece from right hand	M3G1 M3P2 B8	17	2.193	1.15	2.522
	3.2, 3.6	Picking the pocket piece from left hand	M3G1 M3P2 B8	17	2.193	1.15	2.522
	3.3, 3.7	Aligning both the pieces and stitching	M3M1 N3M4 B8	19	2.451	1.15	2.818
	3.4, 3.8	Placing	M3M4	15	1.935	1.15	2.22

		aside the pant piece	B8				
Total time taken is twice the entire process = 2*10.082							20.16

Table 4: Comparison by MOST and MODAPT Work measurement Techniques

	Back pocket attach	Back pocket top stitch	Back pocket centre attach curve shape	Single fly attach and top stitch
Capacity study	56.34	59.35	18.08	21.88
M.O.S.T analysis	20.95	17.4	10.2	8.86
M.O.D.A.P.T.S analysis	38	32.05	10.082	10.678

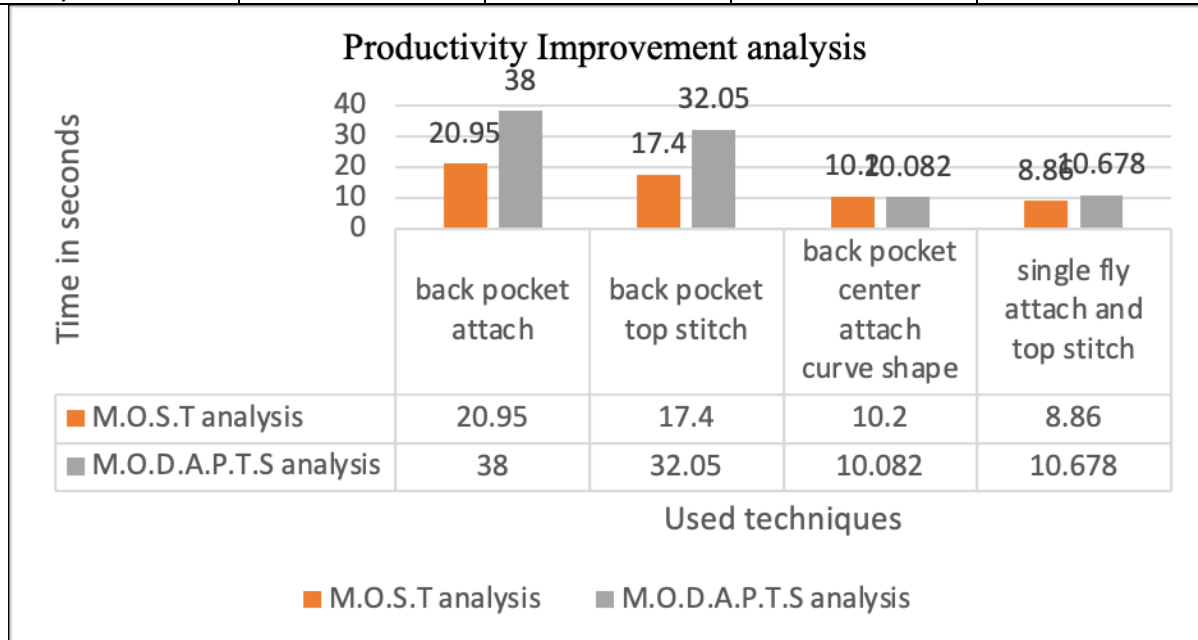


Figure 1: Comparison by MOST and MODAPT Work measurement Techniques

Productivity Improvement Calculations

Productivity of existing assembly process= (available working time/maximum standard time)
 = [(8*3600)/(56.343)] = 511

Productivity of proposed assembly process using M.O.S.T= (available working time/maximum standard time) = [(8*3600)/(50)] = 576

Productivity of proposed assembly process using M.O.D.A.P.T.S= (available working time/maximum standard time) = [(8*3600)/(38)] = 758 As the productivity increases in the M.O.D.A.P.T, the same is used for productivity improvement calculation.

Productivity improvement= [(758-511)/758]*100=32.58%

Hence, the productivity is improved by 32.58% in the proposed method i.e. M.O.D.A.P.T.S from the existing method.

Results and Conclusion

The study and analysis of MOST and MODAPTS techniques helps us in identifying & to eliminate unnecessary movements and improper ergonomic practices in the assembly line of the sewing section. By using these two work measurement techniques, we are able to establish an effective standard time for producing parts of a trouser in the assembly line of the sewing section and we can say that if these two techniques are implemented on the assembly line, productivity improved by 32.58% of the given operations.

Case Study of Mcdonald's: Advertising and Promotion Strategies

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McDonald's is the world's foremost fast-food restaurant and is globally familiar. With overthirty-ninethousand of branches across 119 countries and territories, McDonald's serves an astonishing amount of (50 million) customers every day. McDonald's has been viewed as the apex and one of the essential features of the America's citizens lifestyle. Burger, fries, and Coke were the traditional meals of McDonald's. Once it spread universally, it boomed into popularity because other countries wanted to be accompanied with the successful image of the "American dream". McDonald's offers positive, kind, caring and considerate attitude towards the public of which it offers services. The vision of the McDonald's states that "We are not a hamburger company serving people; we are a people company serving hamburgers". The vision of McDonald's is clearly dedicated to people, McDonald's captured the hearts of the customers and customers have answered by keeping McDonald's in number one position. Other facets of the McDonald's dining experience show, why their customers continue to hold their reputation high. They use things like the dollar menu, playgrounds, endorsements, and charities all augment to create the overall satisfying experience. These things outshine the health risks which are bigger issue in today's American society. Through the information we have found, McDonald's is still popular and unrivalled because it is about convenience the customers and taste of the fast-food. Until people are willing to wait longer to eat and pay more for healthier food, it will be one of the leading chains.

Target Market

From the beginning of their business to till today, McDonalds' target has been children and focuses on advertising, marketing, and designing of their products. This is apparent with their Play Place, Happy Meals, and character Ronald McDonald. They purposely introduced Ronald to attract families into the restaurant. In recent years, McDonald's has also been targeting the mothers and increases their marketing activities toward mothers. It is obvious, because McDonald 'shaving to draw the mothers into the restaurant, where the kids want to visit to have delicious food. They are nearly a small accumulation to the child market. McDonalds to attract children, mothers, and families in general.

Promotions and Current Marketing

McDonald's is effectively taking efforts to change their value of their products to a healthier one. The days are passed where hamburgers are used as the key in advertising for attraction. McDonald's clearly registered its image in the minds of every people; in fact, the golden arches are the symbol, which is recognized all over the world, even before the cross. They have entirely drenched the marketplace to the point where you can even order Big Mac while shopping at Walmart. One of the major problems for McDonald's is their encounter with customers filing complaints about their unhealthy foods. This negative information is causing some cliché around the company which they want to change. We heard about that perception is reality. The American public perceives McDonald's as a restaurant which is unhealthy. Americans do not go to McDonald's with visions of healthy food twirling in their heads. Some don't even go to McDonald's at all. So, how does McDonald's get those people back? This is a massive project that may also never be a successful one.

It's What I Eat and What I Do...I'm Lovin' IT

McDonald's recently tried to create a new marketing drive titled "IT'S WHAT I EAT AND WHAT I DO...I'M LOVIN' IT". The drive is designed to replace the existing global marketing drive, "I'M LOVIN' IT", which was launched in September 2003. The drive is designed to "tie all our balanced, active lifestyles messages together," said McDonald's CEO Jim Skinner (Press Release, 3/08/05). The theme point outs the important interaction between eating right and staying active. The one common phrase of McDonald's is "balanced, active lifestyles." It is their new platform, and it comprises of three effective pillar ideas: adding new items to the menu, promoting physical gesture, and offering the ability to access valuable information. The stirring example of the first pillar, adding new items to the menu is the implementation of new dish known as Asian Chicken Salad. McDonald's is both expanding

their menu and increasing the availability of “healthy” foods. McDonald’s made advertisements for their new product everywhere. Signage displayed, on street banners, outside the restaurants and even on the windows. One food bag also featured the new Asian Chicken Salad as part of Go Active! Happy Meal. There are various advertisements versions in television and even in magazine named InStyle. Other recent menu additions were also “healthier”, choices such as Premium Chicken Sandwiches and other premium salads. The second pillar of this drive, promoting physical gesture is also evident on bags, cups and signage in each store. The bags that hold food orders no longer have hamburger ads on the outside. They now feature images of people leading “balanced, active” lives. On one bag, a woman is doing yoga with a caption saying, “being good to myself has never been easier... I’m lovin’ it.” This lady is conveying a message that she thinks it is possible to uphold her healthy lifestyle by consuming McDonald’s products. Physical gesture is also promoted through the primer of four different fifteen-minute workout DVDs that you can get along when buying the Go Active! Happy Meal that includes a salad and a Dasani bottled water. During the Winter Olympics in Torino, many Olympic athletes were also featured on McDonald’s bags with motivational messages about their active lives. McDonald’s is trying every possible way to show images of healthy active people and associating them with McDonald’s. The third and final pillar, offering the ability to access valuable information is evident in McDonald’s new packaging idea that provides nutritional information on individual food boxes. McDonald’s has a “30 year history of providing nutrition information to customers,” but as recent lawsuits against McDonald’s and scenes from the movie “Super-Size Me” suggest, they have room for improvement (Press Release, 2/07/06). The lawsuits against McDonald’s appealed that the accusers were overweight because they were ignorant of the nutritional information of the McDonald’s food that they were eating. They were lucky that these lawsuits were thrown out because the accusers could not prove that McDonald’s was at fault, but what if the next accuser had a better case? McDonald’s must be on the defensive. Therefore, McDonald’s is moving nutrition facts straight to the box. Not only does each box have the nutrition facts table, but McDonald’s also chose to point out the five most appropriate indicators that customers can appreciate. The indicators are calories, protein, fat, carbohydrates, and salt. These five indicators are shown in a different colour, while the nutrition table is presented in plain text. The only packages that do not contains any nutritional information are those used in short-term promotions, labels and vessels that are used for multiple products. In those cases, customers refer to McDonald’s websites and restaurant’s brochures.

**In The High Court of Judiciary at Madras -LPG Cylinders-A Case Study
On Arbitration**

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The applicant was granted Agency/Distributorship of Indane Gas selling Indane LPG Cylinders. The applicant entered into a Memorandum of Agreement with the Indian Oil Corporation Limited on 30.6.2000. Under the show cause notice issued by the respondent dated 23.6.2009, the respondent lime lights some discrepancies and deficiencies as breach of conditions of agreement and called upon the applicant to show cause as to seek reason why distributorship should not be terminated. Already the applicant has filed caveat applications before the Principal District Munsif Court, Puducherry and District Munsif Court, Tiruchirapalli.

The applicant states that the arbitration clause in the agreement is one-sided since the official of the respondent himself cannot sit as an Arbitrator. The arbitration clause states that the Director (Marketing) of the respondent should be the Arbitrator, which according to the applicant is opposed to Section 28 of the Indian Contract Act. It is stated that the applicant has been the distributor of the respondent for the past eight years without blemish and the charges are levelled against the petitioner . In the counter affidavit filed by the respondent, it is stated that the charges against the petitioner as depicted in the show cause notice are not trivial, but they are serious in nature.

It is stated that the subject-matter is only at the show cause notice stage and the applicant has to give reply and only thereafter, action will be taken in accordance with law. It is the case of the respondent that that is the view of the Division Bench of this Court. Mr.V.T.Gopalan, learned Senior Counsel appearing for the applicant, while referring to various provisions of the agreement, would submit that the provision which enables the official of the respondent

to be appointed as sole Arbitrator is opposed to public policy. The submission states that the respondent has already decided the issue and it is revealed by the fact that caveat applications have been filed by the respondent against the applicant in various courts. On the other hand, it is the contention of Mr.R.Ravi, learned counsel for the respondent that it is the duty of the applicant to reply to the show cause notice and there cannot be any interference. He would submit that even if the official of the respondent who is appointed as Arbitrator is biased, it is not as if the applicant has no remedy available, as at that stage the applicant can always challenge the validity of the award.

The said clause is as follows:

(a) All questions, disputes and differences arising under or in relation to this Agreement shall be referred to the sole arbitration of the Director (Marketing) of the Corporation. If such Director (Marketing) is unable or unwilling to act as the sole arbitrator, the matter shall be referred to the sole arbitration or some other officer of the Corporation by such Director (Marketing) in his place, who is willing to act as such sole arbitrator. It is known to the parties herein that the Arbitrator appointed hereunder is an employee of the Corporation and may be Shareholder of the Corporation. The arbitrator to whom the matter is originally referred, whether the Director (Marketing) or Officer, as the case may be, on his being transferred or vacating his office or being unable to act, for any reason, the Director (Marketing) shall designate any other person to act as arbitrator in accordance with the terms of the Agreement and such person shall be entitled to proceed with the reference from the stage at which it was left by his predecessor. It is also the term of this Agreement that no person other than the Director (Marketing) as aforesaid shall act as arbitrator. The award of the Arbitrator so appointed shall be final, conclusive and binding on all the parties to the Agreement and provisions of the Arbitration & Conciliation Act, 1996 or any statutory modification or re-enactment thereof and the Rules made thereunder and for the time being in force shall apply to the arbitration proceedings under this clause.

(b) The parties hereby agree that the court in city of Chennai alone shall have jurisdiction to entertain any application or any award/s made by the Sole Arbitrator or other proceedings in respect of anything arising under the Agreement.

Clause 27 of the Agreement contemplates the happening of various events upon which the respondent can terminate the agreement and it is under Clause 28 of the Agreement both the

parties to the contract are entitled to terminate the agreement by giving thirty days' notice to the other party without assigning any reason for such termination.

Questions:

1. In the above case the arbitrator is the marketing manager. Why does the appellant oppose him for being the arbitrator? Is he right in doing it, Comment on the grounds of arbitration rules.

ERP Implementation in the Construction Industry

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Construction is not a new business; it has existed for thousands of years, maybe from the time of the Egyptian pyramids. The methods and procedures that may be used to get the most out of its resources, materials, and equipment are vastly different now. Construction is a complicated web of interconnected operations that some may describe as orderly chaos at best. Construction, by its very nature, presents issues that are not seen in other businesses. Construction varies from other sectors in several ways.

- ✓ The uniqueness of the project.
- ✓ Mostly remote sites with a problem of access.
- ✓ Unpredictable process.
- ✓ Application of automation issues.
- ✓ High chance of unexpected conditions.
- ✓ Variance in cost based on conditions.
- ✓ Hard to manage supply utilities and resources.
- ✓ Snail phased adoption of technical innovations.

All the above-mentioned reasons lead to the following challenges.

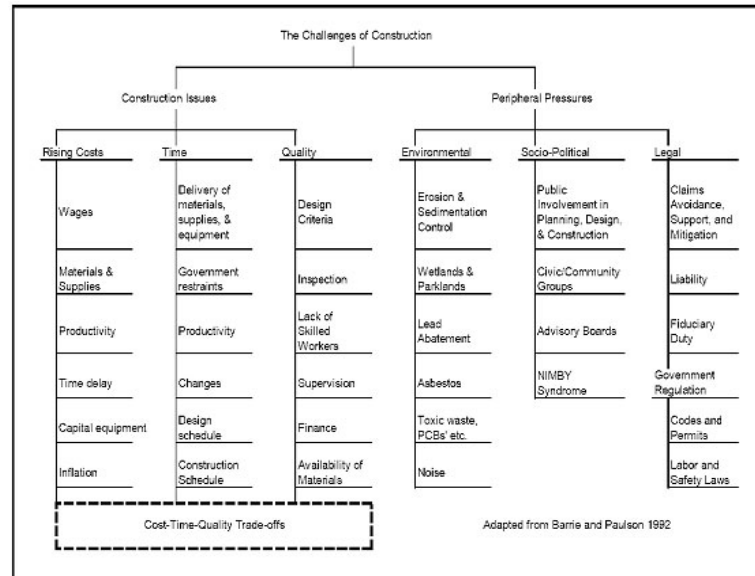


Fig. 1:- Challenges of Construction

1. The project manager needs to prepare a production report manual. No system of electronic tracking
2. Legacy applications like spreadsheets are used for budget and controls, which increases employee workload.
3. A unique method of encoding for each project.
4. Poor organization of off-site locations.
5. Difficult to track material and equipment usage.
6. Project managers lack critical information on Inventory and budget.
7. Lack of organized structure creates little time for follow-up.
8. No organized system to track fixed assets in the company books.
9. Ineffective way of mentioning fixed assets in the company books.
- 10.No proper system to track multiple site inventory.
- 11.A cash flow problem arises due to the non-raising of invoices at frequent intervals.

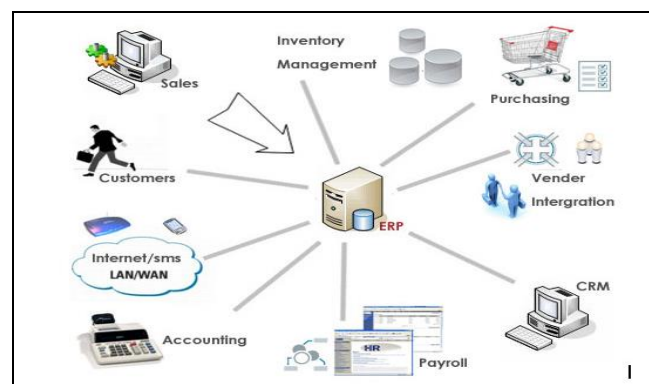
All of these challenges make building projects extremely difficult to manage and govern. If we are to properly manage these complicated initiatives, it is critical that the work progress and resources used be quantifiable. The success of a project will be determined by how well it meets the cost, schedule, safety, resource allocation, and quality criteria established during the project's planning and budgeting.

The ERP's goal is to track progress at each stage of this project so that goals and objectives may be met through the strategic use of resources that fulfil the project's quality, cost, time,

scope, and safety criteria. The Project Manager should regulate, deflect, or lessen the impacts of any occurrence or scenario that might jeopardize project success using the ERP. Tailored ERP solution can lead to:

- ✓ Optimum resources usage.
- ✓ Achieve the highest productivity.
- ✓ Improved communication among departments.
- ✓ Possibility of analysing and tracking individual tasks and operations.

Fig 2:- ERP System



Now that it is evident that implementing an ERP solution may provide significant benefits to the construction sector, how can businesses ensure that they select the best ERP vendor?

After selecting the greatest ERP solution on the market, many construction businesses discover that it is not flexible enough to satisfy their demands. There are no two businesses alike, and forcing them to use software that isn't designed for their needs would almost certainly result in a loss of profit and the ERP solution's failure. They may be able to innovate and outwit their rivals after a few hundred or thousands of dollars in adjustments. There are, however, alternative options that do not need software businesses to waste time and money dealing with pre-packaged software.

Sigh a sigh of relief now, since ERP suppliers who understand each company's needs and have pioneered the art of customised ERP systems exist. They provide solutions that are light, versatile, cost-effective, and simple to install. These are industry-specific software solutions. Customized solutions are created for each organization's needs without the need for lengthy development cycles or the difficulties of updating.

These are agile software solutions because they are highly flexible and combine the benefits of a bespoke software solution with the finest features of a canned software solution. These customised solutions will be the most successful for the firm, and they will be able to expand and change as the organisation does so in a cost-effective manner, as opposed to pre-packaged pricey ERP systems.

Questions:

- 1 "Uniqueness of construction Industry brings more Challenges for ERP", Justify
2. How to implement Cost-effective ERP solutions for the construction Industry?
3. Is Vendor selection the biggest Challenge in Construction Industry?

K.C.P Limited Vs. Presiding Officer

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The Supreme court ratified the Judgment of the High Court towards K.C.P Limited. A labour dispute had flared up at the engineering unit of the appellant employing about 500 workmen. The workmen were in demand of a higher amount of bonus. There were strikes and lockouts. Appellant dismissed 29 workmen on the charges of misconduct after subsequently holding enquiries. An agreement was reached between the appellant and the union representing all the workmen on the quantum of expansion in compensation and so forth. It additionally concurred that the issue of non-work of 29 excused workers would be talked about independently. On that premise, every one of the labourers except the 29 excused workers consented to continue work. Subsequently, a settlement arrived between the appellant and the respondent unit that the issue of non-employment of 29 dismissed workmen would be discussed in proceedings to be initiated by the Joint Labour Commissioner. Meetings were held by the joint Labour Commissioner yet no settlement could be reached. A report of the failure of conciliation proceedings was submitted to the State Government which referred issues of non-employment of 29 workmen for adjudication to the Labour Court. This court noticed that the industrial dispute was referred for adjudication under the demand espoused by all the workmen and raised by the second respondent union that 29 workmen who were members of the respondent union and the same were already represented before the Conciliation Officer whereafter reference was made before to the Labour Court. The Court noticed that none of the said 29 workmen raised an industrial dispute in their capacity. During

the pendency of the dispute before the Labour Court, the appellant and the respondent-union had conversations in regards to the non-work of 29 workers and extreme comprehension was arrived at that choice would be given to the 29 workers either to acknowledge restoration without back compensation or a single amount measure of Rs. 75, 000 with other money related benefits. A portion of the labourers out of these 29 workers didn't acknowledge the proposed settlement. Nevertheless, respondent-Union entered into a settlement with the appellant on behalf of the 29 workmen, a joint memorandum was endorsed among them and it was filed under the steady gaze of the Labour Court before whom the industrial dispute was forthcoming. It was requested that an award in terms of the settlement may be passed. The first respondent who was presiding over the Labour Court declined to do so on the ground that some of the workmen had not approved the settlement and, therefore, the industrial dispute concerning them would continue. The Order of the Labour Court not to make the award in terms of the settlement was challenged by the appellant in a writ petition before the Madras High Court. High Court did not agree with the contention raised by the appellant and dismissed the writ petition. Aggrieved, the appellant came to this Court. This Court held that terms of the settlement could not be considered to be in any way *ex facie*, unjust or unfair. The settlement consequently thus should be held to be restricted on the workers who didn't acknowledge the settlement. Court had said that when a recognized Union negotiates with an employer the worker's individualities don't come into the picture. Each worker doesn't need to know the counter accusations of the agreement since a recognized Union, which is anticipated to cover the interests of all labours agrees in the stylish interests of labour. This would be the normal rule.

It has to be kept in view that under the scheme of labour legislations like the Act in the present case, collective bargaining percolate the relations between the employer on the one hand and the Union. Similar a collective bargaining may affect just and fair agreement would always be salutary to the operation as well as to the body of workmen and society at large as bare would be peace and tranquillity. Settlement of labour controversies by direct concession and collaborative bargaining is always to be preferred which is the end of all legislations for agreement of labour controversies. An agreement is arrived at in the course of collective bargaining proceeding which may be the first step towards resolving the disagreement which may be moping between the employers and their workmen .It has to be kept in view that the Act is grounded on the principle of collective bargaining for resolving artificial controversies and for maintaining peace. Therefore the principle of an collective bargaining is the bedrock

of the Act. The employer or a class of employers on the one hand and the accredited representatives of the workmen on the other are anticipated to resolve the disagreement amicably as far as possible by agreeing on the collective bargaining proceedings. Therefore, collective bargaining agreements are the live cables under the Act for icing peace and prosperity.

Questions

1. In the above case has the Employer correctly resorted for conflict resolution machinery at the first step . Give your comments.
2. In the above case the trade union decision was accepted by few members but at the same time rejected by few. How should the trade union members treat the decision?

Kingfisher Airlines - “The Fun-liner Experience”

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The case discusses the strategy of Kingfisher Airlines which launched its domestic air operations in May 2005.KFA was promoted by a UB group and positioned as a budget carrier that offered a single class- “KINGFISHER CLASS”. KFA successfully leveraged the youthful and vibrant image of its Kingfisher Beer brand and called its airline as “Fun liners” to emphasize the fun-lined experience. Within the six months of its launch, KFA managed to corner a 6% market share in the domestic air travel market. It also had plans to operate on international routes. However, the increasing popularity of low cost airlines like Air Deccan, launch of new low cost carriers like Spice jet and Go Air, and Jet Airways(acquisition of Air Sahara) further intensified the competition in the Indian Aviation Sector. In an effort to make KFA profitable at the earliest, KFA modified its “single class” approach and began to offer an upgraded business class service -“Kingfisher First”. It was the first time that an Indian Private airline had bought a brand new aircraft for commencing its commercial operations. Vijay Mallya, Chairman and Managing Director of the UB Group, said “Kingfisher Airlines will have a ‘Fly the Good Times’ approach and this will reflect in the experience that will be offered to the passengers.

Mallya made it clear that KFA would not be positioned as a low cost carrier as passengers would attribute the features of low cost carriers like low quality of service, delayed flight timings, etc., to KFA as well. Hence, the airline was called a budget airline and not an LCC. Fares were above those of LCCs but lower than the economy class fares of Jet, Sahara. KFA also allowed multiple fare options and auctioning of tickets on all traffic routes. As part of its

promotional strategy, the marketing team of KFA showcased the airlines as 'the new flying experience'. Advertisement hoardings at airports depicted the stylish interiors of the 'Fun liners', which conveyed a youthful, fun-filled, and world-class image. INOX multiplexes in Mumbai publicized KFA's special offers for a month.

In December 2005, KFA won the 'Best New Airline of the Year 2005' award in the Asia Pacific and Middle East region from the Centre for Asia Pacific Aviation (CAPA). On receiving this award, Mallya said, "Kingfisher Airlines has grown at a scorching pace and we intend to continue to delight and pamper our guests and offer them unparalleled levels of service, comfort, and convenience to ensure that they keep flying the good times!" Later, in January 2006, KFA was voted as the third most successful brand launch of 2005 in the Business Standard annual Brand Derby. In February 2006, Skytrax gave KFA the 2006 award for 'Service Excellence for a New Airline'. KFA's customers could book their air tickets either online at the KFA website (www.flykingfisher.com), at any KFA office, or through an approved travel agent. KFA also offered a facility for home delivery of tickets on demand. In December 2005, KFA launched its SMS service called 'King Mobile' to keep its guests updated about flight schedules and flight status through instant mobile alerts. KFA modelled its strategy on the strategies of JetBlue Airways, in providing value added air travel services at economical prices. KFA purchased brand new A320 aircraft powered; the cockpit was a paperless environment. The airline called its aircraft 'Kingfisher Fun liners' to represent the fun-filled experience it wished to provide to its customers.

All the aircraft had in-flight entertainment systems and well- designed interiors. There was only one class, i.e., the Kingfisher Class, rather than the economy class and business class bifurcation of other airlines. "We are going to have a single class which will combine the experience of business class with economy," said Ajit Bhagchandani, General Manager of KFA. Having a single class freed up more space and legroom for passengers when compared to normal economy class seats. KFA was also the only airline in India to address its passengers as 'guests'. The firm believed that it is important to target and reach the right audience. So, to reach their customers despite their geographical areas or age groups, Kingfisher Company promoted their brand through sports, fashions, concerts, and social media. Using such modes, made their campaign successful. Kingfisher was a popular and successful company once upon a time. Its marketing and on-ground promotions have made it one of the top desired and trusted companies. However, the airline firm went into losses and created a huge downfall in the market. The firm has a strong presence in the past years, but

due to financial debt, it lost its competition in the market. Therefore the company had to shut its operation.

Questions:

1. Analyze the case and enumerate the strengths of the KFA?
2. Examine the unique features of KFA?
3. What were the challenges KFA faced at initial stage?
4. Which airline acquired Air Deccan?

MEESHO

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Meesho is an Indian –origin social commercial platform founded in December 2015 by It Delhi graduates Vidit Atre and Sanjeev Barwal. It enables small businesses and individuals to start their own online shops through social websites such as WhatsApp, Facebook, Instagram, etc., Meesho is headquarter in Bangalore India and was one of three Indian Company selected for Y Combinator in 2016. It was also a part of first Batch of the Google Launchpad Solve for Indian Programme. In June 2019, Meesho Face book become the first start-up in India to receive Investment from Women Entrepreneurs. Many Women Entrepreneurs working as resellers with social commerce application. Meesha sourcing unbranded clothing for women and kids from suppliers through the app, and selling it to their friends and relatives through WhatsApp and other social media applications. Meesho had made them financially independent.

Meesho swifited its marketing strategy, selling directly to customers, hence the customers of these women entrepreneurs feel cheated because they think that they have charged them high commission. By going directly for its reseller's customers with the same products with its pricing power, Meesho actually seems to have gone one step further than the worst accusation against the e-commerce majors.

The quality of the products rendered by Meesho also declined.

Questions

1. The company wants to change its marketing strategy again to gain the trust of its customers, what marketing strategies would you suggest?
2. What solution would you give for the distributors who feel cheated after Meesho changed its marketing strategy?

Role of micro credit on self employable women headed families in Northern Province of Sri Lanka

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Abstract

The main objective of this case study is to focus the role of microcredit on specified existing self employable women in Northern Province of Sri Lanka. A careful reading of these real life stories are not only interesting but will surely throw a ray of light to those who are currently in the river of business but yet to find the credit to succeed. Based on qualitative research, the data is collected through in-depth interviews and discussions with borrowers. Five Focus Group Discussions (FGDs) which were consisting of clients from different areas of Northern part of Sri Lanka each from five Divisional secretariats from Jaffna District in Sri Lanka were conducted for Qualitative Analysis among the rural women who were the clients of MFIs. The discussions conducted for an hour and a half and the information obtained from them was commonly very valuable. The finding of the study was that the micro-credit has positive impact on women entrepreneurship development. In addition to this, some extent it was help self-confidence and stance of identity for women in the society. It is not only helped women to increase their businesses, but also helped them to empower themselves. They believe that they are able to do everything independently and have decision making power in their routine life. It is helpful to increase their status and position in their family and society. However, the women need pre-requisite knowledge or experience in their business, otherwise they can't make any positive changes in their position. Microcredit is an extra burden of repayment with a massive amount of interest. The loan is used on their personal expenses so, it made difficult to repay the loan. The study also involved lack of

centralized system among the MFIs that augmented the threat of double loaning from anywhere. It negatively influenced the repayment ability of borrowers and restricts the positive influence of micro-credit. At present COVID-19 has negatively affected the self-employable activities in Sri Lanka especially in Northern Province. The self-employable persons face to pursue protocol of lockdown, social distance and working hours. The results of this study contribute to the scope for the empirical exploration to extend competent network to assist self-employable person. This study suggests the organizations to develop strategies for improving commercial activity and highlight post-COVID-19. Further, it suggested related research parts and recommends on how empowering entrepreneurs themselves to overcome it.

Key words: *Micro credit, Self-employable women, socio economic status and women empowerment.*

Background

Microcredit is micro scale loans which turn into influential for the development of micro enterprises and consequently workings in poverty mitigation in Sri Lanka. It offers opportunity to the individual person to enhance their status by investing funds in self employable activities. Micro entrepreneurs are the beneficiaries of this model and have marginal income in the rural areas of developing countries. The changes of businesses due to success have been observed economically both at the household level and community level as well. Socially, politically and psychologically, the individual qualitative changes and empowerment are the most effective that helps the individual to develop through their own initiative and determination through micro credit. Therefore, the Self employable persons in the area under review have recorded different level of success with reference to different yard sticks like the most successful and least successful and empowered and disempowered through micro credit on self-employment activities.

However, women entrepreneurs face challenges and restraints that need to be expressed and specific needs that have to be recognized to help them. Therefore, it is better to examine the women empowerment and micro credit on self-employment and investigate to what extent the micro credit facilities are providing self-employment opportunities and empowering disadvantaged women in the rural areas. And it is necessary to expose the challenging issue of whether microcredit programmes are tools for empowering poor women through self-employment. Women entrepreneurs compose significant contributions to the universal

economy, especially through innovation, job establishment, and wealth formation. Still, there is critical scope for enhancement, as at present women make up 70% of the 1.3 billion people living wage in poverty. These women face deficient in capital, which is one of the most important barriers to the full contribution of women in the economy of the country through possibilities such as entrepreneurship.

Problem discussion

Lack of finance is a key barrier for disadvantaged women in rural areas who want to develop their businesses. Credit can assist women in pursuing agricultural and other entrepreneurial endeavours. Microcredit for women is said to be the mantra because it has succeeded in lifting the poorest people out of poverty and empowering them wherever it has been implemented. The government has launched a number of post-war development initiatives to improve the standard of living of women who have been affected by the war scenario, which has detained or handicapped their male companions, and who have assumed the role of household head.

Male engagement in the conflict situation forced combatants, victims, or missing and disappearances that lead to an increase in female population in conflict-affected areas. Females are obliged to carry the burden of the family in these locations due to the lack of male partners in the household. In this situation, many women are forced to take on the role of head of the household. These families with a female head of household are socially and economically vulnerable, and they encounter numerous challenges in their daily lives. These women have not only been affected by the violence, but they have also experienced the loss of loved ones, and they want financial and emotional support. Young widows are also at a disadvantage facing many social problems too. And also there are some women whose husbands are in detainee camps. These women work in the labour force and run their own businesses. Women Rural Development Societies (WRDSs) assists to the women entrepreneurs for their Small Scale Business Development. Samurdhi Re-Awakening Project, Divi Neguma National Programme, Conflict Affected Region Emergency Project implemented by Ministry of Economic Development, and other post-war development projects aim to empower poor people in Sri Lanka with the help of foreign aid. Microcredit is regarded as one of the most important tools for economic development in the country, as it improves the living conditions of the underprivileged, particularly women. Some empirical evidence suggests that women's participation in microfinance programs is increasing, leading in increased awareness and confidence; nevertheless, forecasting them is not well understood.

Women's empowerment and a country's economic prosperity are inextricably linked and interdependent (Duflo, 2012). Women's productive ability is increased, and they contribute equally to poverty reduction (Mughal, 2014). Micro credit is a type of small loan that enables women to start and run micro level businesses. In a broader sense, more than 100 million people have obtained micro loans worldwide, with women accounting for the majority (Global Citizen, 2018). Poor women are more motivated to improve their living condition and microcredit serves as an important tool for them to exercise their freedom of choice.

The existing empirical and theoretical literature discloses that the microcredit and women reproduce an acknowledgement of the failure of the formal credit market to reach poor women (Sharma, 2011). Colombage et al. (2008) have declared that Micro Finance (MF) has positive impacts on women's socio-economic development at various levels such as household and community. Gunathilake and de Silva (2010) studied that owing the loan increases women's control over the loan-assisted project which has a significant and positive impact on their level of empowerment. However, de Mel et al. (2008) revealed that men have the positive impact of microcredit on their income than women borrowers. These findings diverted the discussion on impact of microcredit on women empowerment.

Various organizations, however, are implementing self-employment programs which were Centre for Women Development, Sewa Lanka, JSAC and LEADS under post war development and the consistency or sustainability of the activity is questioned. It's unclear whether these activities are being carried out to meet women's basic needs or to promote self-employment in order to empower women. MFIs provide loan facilities with a group of collateral, and women repay on time, yet their self-employment is questioned. According to the researcher's observations, the majority of women receives loans and repays them on a regular basis, but their self-employment activities do not sustain. The researcher needs to know how microcredit affects women empowerment through self-employment in Northern Province. The empowerment of women at household level and community level through micro credit has been taken into account in this study to assess the research problem, as follows: "Whether the micro credit program on self-employment influences women in empowering them in rural areas in Sri Lanka."

The specific objectives of the study are:

- ✓ To investigate whether the rural women empowering at household level and community level through the micro credit on self-employment.

- ✓ To find out the obstacles facing when accessing micro credit and the barriers for empowering rural women
- ✓ To propose suggestions for further improvement of the women empowerment
- ✓ The following research questions will be investigated in order to fill the research gap.
- ✓ To what extent are the vulnerable women able to empower through micro credit?
- ✓ Does micro credit increase women's self-employable opportunity?

What are the barriers faced by women household when they access micro credit?

Research Method:

This is done by using a qualitative approach. Five Focus Group Discussions which were consisting of respondents from different areas of Jaffna District in Sri Lanka; namely – five FGDs each from five Divisional Secretariats from Jaffna District of Northern Province of Sri Lanka were conducted for Qualitative Analysis among the rural women who were the clients of MFIs. The discussions conducted for an hour and a half and the information obtained from them was commonly very valuable. The ideas and opinions were raised in the discussion held and the cooperation of the group members was also very much noticeable. Five participants from each division were selected for the focus group discussion in two groups. The five case studies below mentioned have been employed from these interviews and focus group discussions. The questions raised in the interview deal with client's personal background and issues such as economic, interpersonal, political and socio-cultural empowerment etc.

In both the interview and the generated reports, the respondents' privacy and confidentiality were respected. During the interview, sensitive themes such as familial violence and other aspects of the MFI that the customers saw as bad were raised. The majorities of respondents expressed their opinions without reservation, while a few expressed reservations and lacked frankness about concerns of topics such as personal contacts with the MFI or political influence. Because the respondents were against recording, the majority of the interviews were written down. The interviews lasted between 15 and 30 minutes on average.

Borrowers of MFIs

Some of the borrowers' stories are shared in order to demonstrate the impact of microcredit on their socioeconomic level after receiving credit. These credits were secured from MFIs for the expansion of existing businesses or the start-up of new businesses. It is demonstrated the

respondents' socioeconomic standing after receiving credit and the type of business they are currently working in. The following are the accounts of these respondents.

Vasanthi Saravanan

A mother of three children who is a single parent Vasanthi, 49, is an entrepreneur who manufactures food for wholesale and retail sales in their Jaffna District hometowns. Four to five women are currently working under her direction. She struggled to fit in with the family in the beginning because she was the youngest. She married, her spouse, who worked at a tea business, when she was 19 years old. She aided her husband in starting his own business, and Vasanthi assisted him in expanding it. Vasanthi, her husband, and three children moved from Jaffna to Chavakachchery in 1995. She had lost her husband due to a conflict situation, and her youngest child was just three years old at the time. She was unable to care for her children. She had the idea to start her own food business, and an NGO called "Institute Of Nursery Studies and Gender Development" gave her Rs. 20,000 to get started. She used a marketing strategy that combined high-quality meals with a low price. She also kept track of her activities and improved her skills with the help of MFIs' training facilities. She was only given loan facilities by the NGO once, as previously stated, and then she received advance money from the whole sellers for their orders that the clients of her items placed, and she expanded her business activities to make a profit. She is now a well-known entrepreneur in Chankathathanai for her delicious snack offerings. Customers flocked to her because they couldn't find tasty and high-quality food anywhere else. She has decision-making power, resource control, savings, and a productive income, and she has been empowered at the household level. Her actions, on the other hand, lead to her being labeled as an entrepreneur and empowering herself. Due to cultural norms and rigidity, there is no empowerment at the community level.

Adaikalameri Naveendran

Adaikalameri 37 years old, from Vannarponnai in Jaffna District has a tailoring shop in her house. Her husband is a cancer patient. So that she was engaging in the tailoring work and which helped her to manage her family. When she started the activity she had only one sewing machine which was provided by Women Rural Development Society (WRDS) granted NGO and she was trained by WRDS on this regards. Then she got Rs. 5,000 from Samurdhi Bank and Rs. 5,000 from WRDS for the self-employment activity. As per the progress on repayment of loan, WRDS continuously provided loan facilities which were

intended to her to develop the activity. She invested the profit on investment of her job. Now she has three sewing machines and has a good demand for her tailoring work. Her work is neat and within the time frame she returned her orders to the customers with a reasonable charge which is the reason for her job's demand.

Since the husband was disabling all decisions have been taken by her. And also she controls her assets and resources. She purchases the things for self-employment activities and household things on herself. However she is empowered at household level there is no empowerment at community level due to lack of time and the cultural norms which is the barrier to engage women in the public relations. Further, she expressed some problems and challenges facing on her job that is financial difficulties and infrastructure facilities. If she will be provided more financial help she can develop her job in a common place and can give employment opportunities to other women.

Thuvaraka Babu

Thuvaraka from Vannarponnai, Jaffna District 38 years old is preparing meals for orders in her house. She cooks for orders of ceremonies and functions and send them parcels. And also she is preparing and packing the chilly powder and rice powder etc., She has good demand for her food items and cooking work because of the tasty and quality of items that have been provided by her for their customers. The Sri Lankan people from foreign countries also order the food items due to quality items. With the help of MFIs she started the business, and first time she got only Rs. 10,000 from WRDS. From this fund she bought some kitchen utensils for the cooking work and this job is very profitable that she said. From the earnings she spends money for her childrens' education. Husband helps her in purchasing items and marketing the production. However she has decision making power she is doing everything with the help of her husband. However she has been empowered at household level there is no empowerment at community level due to lack of time to spend public relations and social network but she was a leader of the WRDS and other self-help groups of Samurdhi Bank.

However she was provided loan from MFIs for the development and her activity was gradually improved. The financial assistant is not sufficient to enhance the activity that she said. She need financial assistant at macro level not micro level. If she will be provided financial assistants she said that she can provide employable opportunities to other people in her village.

Jayaluxmi Thangavel

Jeyaluxmi thirty seven years old from Pandatherrippu, Jaffna District, got depressed by her husband's death. She realized that life is tough and it is more difficult to a woman without her husband who was died in an accident. Her husband was engaging pouring gingery oil and earned a profit. He constructed a house in Pandatherrippu for their family and for his business purpose. They accommodated in the house and a few days later her husband met an accident and died. She was frustrated with the lost of her husband because of husband's loan which was borrowed for constructing house around Rs. 500,000. She continued her husband's work in the same newly built house with the help of WRDS and earned profit. It was not enough to her family because she has to settle the loan granted by her husband. She was, however, unsure about being self-employed due to a lack of information about what to do and how to run a firm. She became involved with WRDS training programs in the post-war period. She was involved in WRDS activities and took part in NGOs' self-employment training and awareness programs. She gained an awareness of her personal strengths and shortcomings, as well as the business, through the self-employment training. She was able to organize her thoughts about starting a modest food preparation business with the help of this training. She had paid off her husband's loan and was looking for a way to expand her business.

A hopeless woman who once sought help is now empowered, full of courage and a strong sense of self-sufficiency. She does, however, require financial assistance in order to expand her activities. Her success has encouraged other women to pursue income-generating endeavours, and she has reclaimed her former prominence. She is now aiming for a higher profit margin. She claims that if she receives a larger loan, she will be able to better her career and provide additional job chances for other women in the area. She has been empowered at the household level, but she is unable to function in the community until dishonest men collaborate with women.

Savithiri Nandakumar.

Savithiri, 49 years, was born in a poor family with 5 sisters and 3 brothers. She was the youngest in her family and got married a person he was doing the job on silver work which also was engaged by her father. She enjoyed her life with her husband in a rented house and managed everything with their earnings. Later when she had a son, her husband was passed

away. She was frustrated, and poverty surrounded her. It was difficult to her to fulfil the daily needs. But she had a strong desire to overcome this situation by any means.

She wanted to take up some small business to earn money and to raise the living standard, as her friends told her that some organization is conducting a short-term training for women, on “food making”. Savithiri attended to the training and she was positively determined to do a business in food making. She prepared a kind of foods with the small amount of money. She had managed to save. She had done well and it was accepted due to delicious taste. These were also quickly sold, thanks to the flavour and quality of her well-known products, as well as her popularity. Her product's steadily expanding demand now needs investment, which she lacks. In addition, she anticipates a drinking water shortage in her home. She was given a home scheme by SONDA, but there was no well, so she had to share a communal well for drinking water.

She now considers the food preparation instruction to be a blessing in her life, and she says so with a bright smile on her face. Training and timely financial assistance can make a significant difference in one's life. However, she needs financial assistance to expand her business and the Micro level loan is not enough to expand the business.

Observations and Conclusion from the Case Studies

The question of why the women are unable to empower themselves by doing the entrepreneurial activities whether succeed or fail is perhaps the central question in this study. It is inextricably bound up in questions such as why these empowerment and activities differ, how they behave, how they choose strategies and how they are managed. The issue dealt with in this study is to find out how empowering women entrepreneurs in a society. The viewpoint originated from personal observations and discussions with women headed self-employable families in Northern Province of Sri Lanka. An attempt was made to find a comprehensive and comparative discussion of women entrepreneurs. The followings are the highlighting observations of notable existing empowered and disempowered entrepreneurs in this area.

First one is Investment. Women have to invest money from loan capital, and they are involved in making decisions, whatever it is; the success which brings rewards, and the failure which could lead to the loss of the rewards, as well as, even the loss of the investment. As a revolving loan fund they can get loan up to Rs. 50,000 with low interest rate or without interest for their self-employment activity. The small loan was diverted into personal

consumption instead of investing on self-employment activity and this amount is misused for consumption purpose and it is repaid from other income (daily labour work or other grants). This small amount did not influence on individual activity. As per the discussion with the participants and observation of the researcher it did not influence on women empowerment at household level and community level. Further, Personal initiative; Innovativeness and Loan management is the second and the most important factors identified by the researcher that really indicate them to quest for something new, like, managerial capability and adaptability as well. Researcher could observe some successful entrepreneurs who maintained proper records and documents for their business activities which lead to ascertain new innovativeness and personal initiative. The women have no full decision making power except cooking, children's' health nutrition and schooling. Sometimes there was male domination in the children's health nutrition and education etc, In this case male domination means that the decision is taken jointly by both women and men. Decision making is the important factor not only for the entrepreneurial development but also empowering women themselves. Low degree of decision making power leads to low level of women empowerment at household and community level. From the observation, Decision making power, controls over resources are influencing factors on women empowerment at household level. The freedom to mobility does not influence on women empowerment. As per the discussion and observation of the case studies, due to cultural barriers women had no freedom to visit elsewhere. Young women face problems by the males on the way. So, the family members do not give freedom to visit elsewhere. Social problems are in the region than ever seen before. As per the discussion with the participants it was observed that freedom to mobility did not influence women empowerment. They directly felt that they have no freedom to visit elsewhere. Further, they said that they depend on male partner for the purchase and sale of valuable assets. And sometime they were unable to directly involved in the business activity due to family responsibility. Unless family is supportive they are unable to get success from their business. It was proved with the help of quantitative analysis. Micro credit failed to give rights to women to participate in the political activities except voting rights. From the past experience women hesitated to express their feelings on political activities. Howard, 2013 found that microfinance is not a significant cause of participation in any of the political activities.

Further, women face so many challenges and the market knowledge relating business environment such as demand, competition, technological development, product development,

social and political issues etc., is the important factor for success is identified in this study. Researcher can identify clearly why the unsuccessful and disempowered women entrepreneurs are in this area and what the reason for the lack of marketing knowledge is.

The lack of infrastructure facilities and political problems are the major barriers to disempowering the women themselves. Women face the problems on drinking water, housing, living condition and political interferences etc., In this situation the micro credit facilities ignore the empowerment of women. Rahman (1999) pointed out that the empowering influence on micro-finance is not always associated with improvements in women's lives, credit as a debt for the household constitutes a risky strategy.

Summary of Findings

In this study each cases explained unique situational analysis and these cases explained the challenges and barriers expected by women in accessing credit facilities and empowering themselves. Most of the respondents stated that they had no social status and leadership skill after joining MFI and they have no awareness on this regards.

Furthermore, most of the respondents were hesitant to express anything about political and legal confidence because they had been dealing with a crisis situation for the past few years. After joining MFI, the focus shifts from fighting for their rights to making money and expanding their business. They also don't have enough time because they are preoccupied with their business and family obligations. As a result, there is no trace of political empowerment (Rathirane & Semasinghe, 2013). They did, however, become role models for many women in their community. They set an example with their devotion and determination to take out a loan. Further it is suggested that MFIs should consider skill development and training facilities for these women entrepreneurs rather than Micro credit facilities. Further more, this study will helpful to the policy makers and MFIs and also to the women entrepreneurs as a motivated story.



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