

Faculty Name: Prof. V. Y. Badave

Month:- Feb. Year :- 2024

Caselet Name: Sparks Of Frustration: A Case Study in Consumer Complaint Drafting

Scenario

Mr. Ankit Mehta, a 35-year-old IT professional residing in Mumbai, had been planning to upgrade his kitchen appliances to more modern, efficient options. On December 15, 2021, he visited a branch of "TechMart Electronics," one of the largest and most reputable electronics retailers in the city, to purchase a high-performance microwave oven. After consulting with the sales representatives, Mr. Mehta decided to buy the **Microwave Model X1200**, which was advertised as an energy-efficient, state-of-the-art appliance suitable for heavy usage.

The microwave was priced at ₹25,000 and came with a **one-year warranty** covering manufacturing defects. Mr. Mehta was impressed by the brand's reputation and the assurances provided by the store staff regarding the product's reliability. He received a detailed invoice and a warranty card at the time of purchase.

Incident

Initially, the microwave functioned as expected, and Mr. Mehta used it for regular cooking and reheating. However, within **two weeks of purchase**, on December 27, 2021, he noticed that the microwave began emitting **small sparks during operation**, accompanied by a burning smell. Concerned about the potential safety hazard, Mr. Mehta immediately turned off the appliance and unplugged it.

Hoping it was a minor issue, Mr. Mehta referred to the user manual and followed the troubleshooting steps outlined. Despite his efforts, the microwave stopped functioning entirely. Frustrated, he contacted **TechMart Electronics' customer support team** on December 28, 2024, to report the issue. The customer care executive assured him that the issue would be resolved within three business days and promised to arrange a service technician's visit.

Unfortunately, no technician arrived within the promised time frame. Mr. Mehta followed up with customer support again on **January 3, 2022**, only to receive vague assurances without

concrete action. Feeling let down, he decided to visit the company's **nearest service center** on **January 5, 2022**, where he submitted the product for inspection.

After a brief examination, the service center staff informed Mr. Mehta that the microwave had a **faulty internal component** and would require replacement parts. However, they failed to provide a clear timeline for when the parts would be available. Frustrated by the lack of accountability, Mr. Mehta made another visit to the service center on January 8, 2022, but still received no resolution.

By this point, Mr. Mehta had spent **₹500 on travel expenses** and valuable time trying to resolve the issue, all while being unable to use the appliance he had purchased with high expectations. The lack of responsiveness from both the customer service team and the service center left him disappointed and concerned about the company's commitment to customer satisfaction.

Determined to resolve the matter, Mr. Mehta decided to draft a formal **consumer complaint** addressed to both the retailer and the manufacturer. His goal was to escalate the issue and either obtain a replacement microwave or a full refund as per the warranty terms.

Retailer's Initial Response

After Mr. Mehta's visits to the service center and multiple attempts to resolve the issue through customer support, the responses remained unsatisfactory. The following key failures occurred:

1. **Lack of Timely Action:** Despite repeated complaints, the retailer failed to arrange for a technician visit or provide clear updates about the repair timeline.
2. **Unclear Communication:** The service center staff acknowledged the issue but offered vague responses, stating that replacement parts were “on the way” without giving a definitive timeline.
3. **Failure to Honor Warranty Terms:** The warranty explicitly promised repair or replacement for manufacturing defects, but the retailer neither initiated a replacement process nor provided a loan appliance for temporary use.

These failures left Mr. Mehta feeling neglected and undervalued as a customer. The absence of accountability from TechMart Electronics motivated him to take further action. He decided to escalate the issue by drafting a formal **consumer complaint** addressed to the store's manager, the regional head office, and the product manufacturer.

Question:-

You are requested to Draft Consumer Compliant on behalf of Mr. Ankit Mehta

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Faculty Name: Mrs. P. S. Patil

Month: - August, Year: - 2023

CASE STUDY:1

Preparation of a Cost Sheet

Background:

Kohinoor Manufacturing Ltd, Pune is a medium-sized company that produces custom furniture. The management has requested the preparation of a cost sheet for the month of December 2024 to determine the total cost of production, unit cost, and profitability. The company produced 1,000 units of furniture during the month.

Data Provided:

1. Direct Costs:

- Direct Materials: ₹ 50,000
- Direct Labor: ₹ 30,000

2. Factory Overheads:

- Depreciation on Machinery: ₹ 5,000
- Utilities: ₹ 3,000
- Maintenance: ₹ 2,000

3. **Administrative Overheads:**

- Office Salaries: ₹ 10,000
- Office Utilities: ₹ 2,500

4. **Selling and Distribution Overheads:**

- Advertising: ₹ 4,000
- Delivery Charges: ₹ 1,500

5. **Sales Revenue:**

- Selling Price per Unit: ₹ 120

Cost Sheet for December 2024

Particulars	Amount (₹)
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Prime Cost

Direct Materials 50,000

Direct Labor 30,000

Total Prime Cost 80,000

| **Factory Cost** ||

| Total Prime Cost | 80,000 |

| Add: Factory Overheads | 10,000 |

| **Total Factory Cost** | **90,000** |

| **Cost of Production** ||

| Total Factory Cost | 90,000 |

| Add: Administrative Overheads | 12,500 |

| **Total Cost of Production** | **102,500** |

| **Cost of Sales** ||

| Total Cost of Production | 102,500 |

| Add: Selling & Distribution Overheads | 5,500 |

| **Total Cost of Sales** | **108,000** |

| **Profit Analysis** ||

| Sales Revenue (1,000 units × \$120) | 120,000 |

| Less: Total Cost of Sales | 108,000 |

| **Profit** | **12,000** |

Conclusion:

The cost sheet reveals that ABC Manufacturing Ltd. achieved a profit of ₹ 12,000 in December 2024. The unit cost of production is ₹ 102.50 ($\text{₹ } 102,500 \div 1,000$ units), and the unit profit is ₹ 12. The company can use this analysis to make strategic decisions about pricing, cost control, and production efficiency.

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Faculty Name: Mrs. P. S. Patil

Month: - August, Year: - 2023

Case Study: Make or Buy Decision

Background:

XYZ Electronics Ltd. is a mid-sized company that manufactures electronic gadgets. The company produces a popular product, the SmartControl Remote, which requires a specialized microchip. Currently, XYZ manufactures the microchip in-house. However, due to rising production costs, management is considering outsourcing the microchip to an external supplier.

The management has asked for an analysis to determine whether to continue manufacturing the microchip or to purchase it from the supplier.

Data Provided:**1. In-House Production Costs (per batch of 1,000 microchips):**

- Direct Materials: \$12,000
- Direct Labor: \$8,000
- Variable Overheads: \$5,000
- Fixed Overheads: \$10,000

2. Supplier Offer:

- The supplier is willing to provide the microchips at \$25 per unit.

3. Additional Considerations:

- If the microchips are outsourced, fixed overheads of \$6,000 related to machinery depreciation and maintenance will still be incurred.
- Outsourcing will allow XYZ to save \$2,000 in administrative costs.

4. Production Requirement:

- XYZ requires 10,000 microchips annually.

Analysis:

Step 1: Calculate Total In-House Production Costs

- Direct Materials: $\$12,000 \times 10 = \$120,000$
- Direct Labor: $\$8,000 \times 10 = \$80,000$
- Variable Overheads: $\$5,000 \times 10 = \$50,000$
- Fixed Overheads: $\$10,000 \times 10 = \$100,000$

Total In-House Cost:

$$\$120,000 + \$80,000 + \$50,000 + \$100,000 = \mathbf{\$350,000}$$

Step 2: Calculate Total Outsourcing Costs

- Cost of Purchasing: $\$25 \times 10,000 = \$250,000$
- Fixed Overheads (remaining): $\$6,000 \times 10 = \$60,000$
- Administrative Cost Savings: $-\$2,000 \times 10 = -\$20,000$

Total Outsourcing Cost:

$$\$250,000 + \$60,000 - \$20,000 = \mathbf{\$290,000}$$

Comparison:

Option	Cost (\$)
In-House Production	350,000
Outsourcing	290,000

Cost Savings from Outsourcing:
 $\$350,000 - \$290,000 = \$60,000$

Qualitative Considerations:

1. Quality Control:

- XYZ has complete control over the quality of the microchips when produced in-house.
- Outsourcing may involve risks related to supplier reliability and quality assurance.

2. Dependence on Suppliers:

- Outsourcing increases dependency on an external supplier, which may affect delivery schedules and long-term costs.

3. Strategic Focus:

- Outsourcing may allow XYZ to focus more on its core competencies, such as product innovation and marketing.
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Conclusion and Recommendation:

Based on the quantitative analysis, outsourcing the microchip production will save XYZ Electronics Ltd. \$60,000 annually. However, the final decision should also consider qualitative factors like quality control, supplier reliability, and strategic goals. If the supplier has a strong reputation for quality and reliability, outsourcing is recommended. Otherwise, retaining in-house production may be a safer long-term strategy.

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Faculty Name: Prof. V. Y. Badave

Month:- March Year :- 2024

Caselet Name: Companies are Reluctant to Invest in Infrastructure Projects

Global Edge Finance, a leading private equity firm based in India, has been a significant player in the infrastructure financing space for over a decade. The firm once played a critical role in funding key projects such as highways, power plants, and metro rail systems across the country. However, in the past five years, Global Edge has significantly reduced its investments in infrastructure projects, reflecting an industry-wide trend among private investors.

Despite the Indian government's ambitious infrastructure development targets under initiatives like the National Infrastructure Pipeline (NIP), private players like Global Edge are increasingly hesitant to invest in this sector. The firm's leadership has identified several recurring issues that contribute to this reluctance:

1. Regulatory and Bureaucratic Bottlenecks

Infrastructure projects require multiple approvals at various stages, including environmental clearances, land acquisition, and local government permissions. These processes are often marred by inefficiencies, delays, and corruption. For example, a 2018 road project backed by Global Edge took three years to clear land acquisition disputes, causing project costs to escalate by 25%.

2. Land Acquisition Challenges

Land acquisition for large-scale infrastructure projects is particularly difficult in India due to legal disputes, opposition from local communities, and inadequate compensation policies. A solar energy project financed by Global Edge was stalled for over two years as villagers protested against the government's compensation rates, resulting in financial losses and reputational damage for the firm.

3. Unpredictable Revenue Streams

Infrastructure projects often rely on uncertain revenue models, such as toll roads depending on vehicle traffic or power plants dependent on timely payments by distribution companies (DISCOMs). In one instance, a toll road project funded by Global Edge underperformed due to lower-than-expected traffic volumes, reducing the project's profitability by 30%.

4. Rising Project Costs and Inflation

The rising costs of raw materials like steel, cement, and fuel have further strained infrastructure projects. Combined with inflation and labor shortages, project budgets frequently spiral out of

control. Global Edge's 2020 metro rail project faced a 20% cost overrun, which eroded its profit margins and delayed the project's breakeven point.

5. Limited Access to Low-Cost Financing

Unlike global markets where infrastructure bonds and pension funds play a major role in financing, Indian companies rely heavily on high-cost bank loans. Global Edge's infrastructure projects often attract interest rates as high as 11–13%, making them financially unviable in the long term.

6. Political and Policy Risks

Infrastructure projects are particularly vulnerable to political interference and policy changes. After a state government change in 2022, a hydroelectric project funded by Global Edge was cancelled due to environmental concerns, leading to financial losses. Such political risks discourage private investors from committing to long-term infrastructure projects.

7. Lack of Innovative Financing Mechanisms

India's infrastructure sector lacks diversified financing options like Infrastructure Investment Trusts (InvITs), green bonds, or equity-based funding models. While these instruments have been introduced, their adoption remains limited. Private investors like Global Edge feel that the financial ecosystem for infrastructure financing is underdeveloped compared to global standards.

8. Negative Perception from Past Failures

High-profile infrastructure project failures, such as incomplete highways or power plants stuck in legal disputes, have created a negative perception of infrastructure as a high-risk, low-return investment. For Global Edge, the memory of such failed ventures continues to impact its risk appetite.

9. Long Gestation Periods

Infrastructure projects often take years or even decades to generate returns, making them unattractive compared to sectors like technology or e-commerce, which offer quicker profitability. Global Edge has shifted its focus to shorter-term, technology-driven projects, citing better risk-reward ratios.

Rethinking Investment Strategies

Despite the challenges, Global Edge recognizes the importance of infrastructure development for economic growth and national competitiveness. The firm's leadership is now considering alternative approaches to re-enter the sector, including:

1. Collaborating with the Government: Partnering with government agencies to mitigate risks associated with land acquisition and regulatory delays.
2. Exploring Public-Private Partnerships (PPP): Investing in PPP models where financial and operational risks are shared with the government.
3. Adopting Innovative Financing Models: Using mechanisms like InvITs, green bonds, or securitization to attract long-term, low-cost funding.
4. Engaging Multilateral Institutions: Partnering with organizations like the World Bank and Asian Development Bank (ADB) for project funding and risk guarantees.
5. Leveraging Technology: Using advanced project management tools and data analytics to reduce risks and improve operational efficiency.

However, Global Edge is cautious about re-entering the sector without substantial reforms in regulatory frameworks, land acquisition policies, and financing options.

Questions

- What are the key reasons for the decline in private investments in infrastructure projects?
- How do regulatory and land acquisition challenges impact the financial viability of these projects?
- How do rising project costs and high borrowing rates affect the profitability of infrastructure investments?
- How can the government incentivize private players to invest in infrastructure?
- How can innovative financing tools like InvITs and green bonds address the challenges faced by private investors?

Faculty Name: Mrs. P. S. Patil

Month: - August, Year: - 2023

Case Study: XYZ Pvt. Ltd., - Make or Buy Decision

Background:

XYZ Pvt. Ltd., a mid-sized manufacturing company based in India, specializes in the production of automotive components. The company has been procuring certain components from third-party suppliers but is considering whether to produce these components in-house. This case study explores the financial and strategic factors considered by XYZ Pvt. Ltd. in making a "Make or Buy" decision.

Scenario:

XYZ Pvt. Ltd. currently purchases key components from suppliers at a cost of ₹200 per unit. However, with increasing demand for their products, the company faces delays in supply and quality control issues, which impact their overall efficiency. To address these challenges, the management is evaluating the option of manufacturing these components in-house, at an estimated cost of ₹150 per unit.

Analysis:

1. Cost Consideration:

- **Make Option:** In-house production is expected to reduce the per-unit cost from ₹200 to ₹150, leading to potential savings of ₹50 per unit.
- **Buy Option:** Current purchase price is ₹200 per unit from suppliers.

2. Quality Control:

- **Make Option:** Producing components in-house allows XYZ to have better control over quality and ensure that products meet desired standards.
- **Buy Option:** Reliance on third-party suppliers leads to inconsistent quality, resulting in defective components being used in final products.

3. Capacity Utilization:

- **Make Option:** Setting up an in-house manufacturing unit will lead to higher utilization of existing infrastructure and manpower.

- **Buy Option:** Outsourcing limits the internal capabilities and flexibility to scale production quickly.

4. Lead Time and Reliability:

- **Make Option:** Reduced dependency on suppliers will improve lead times and provide a more reliable supply chain.
- **Buy Option:** Dependency on external suppliers may lead to delays, especially during peak demand periods.

5. Strategic Considerations:

- **Make Option:** Producing components in-house aligns with XYZ's long-term goal of reducing external dependency, enhancing self-sufficiency, and improving overall operational control.
- **Buy Option:** Outsourcing provides short-term cost savings but may not be sustainable in the long run.

Financial Evaluation:

Option Cost per Unit (₹) Savings per Unit (₹) Total Cost for 10,000 Units

Make	150	50	₹15,00,000
Buy	200	N/A	₹20,00,000

- **Total Savings:** ₹5,00,000 (in case of in-house production)

Conclusion:

Based on the financial analysis and strategic advantages, XYZ Pvt. Ltd. is inclined towards the **Make** option, which promises not only cost savings but also improved quality control, reliability, and long-term strategic benefits. While the initial setup for in-house production may involve capital expenditure, the long-term gains justify this decision.

Dr S. R. Kulkarni May 2024

Compensation and Benefits Management

Case 1: Flexible Compensation Plan

Compensation flexibility refers to the ability of an employer to adjust or tailor compensation packages based on various factors such as individual performance, market conditions, job roles, and employee needs. Compensation flexibility can help attract and retain top talent, as it gives employees more control over their financial and professional situation.

Ashok Enterprises has 10 part-timers, mostly people who were giving their moonlight hours. Today there are 60 employees. The company does not recruit employees directly. But candidates approach the company without any mediation.

As far as compensation is concerned, some candidates say they wanted to work as volunteer without expecting compensation. But company never, allows people to volunteer their time for work. The minimum wage offered by the company is Rs 200 per hour.

But normally people approach to the company with an expectation of handsome compensation because they feel that company is making money. During interaction with candidate HR manager would say, "I don't know what your skill set is. You have been never hired before. How much do you think about your worth, and how much compensation do you expect?"

Every hour is compensated as per expectation of the employee. If someone is part-time and only giving 10 hours a week, it is argued that they are giving their best 10 hours to the company. They have been paid what they expect and doing activities as assigned to them.

Company does not have any firm policy about responding to the compensation requests. If salary expectation is too low, manager will say, "Are you sure?" If it is high, they will be asked for justification. Manager will say, "How much time you will need to give the justification? By that time you will be paid with two-third to three-quarters of what you had expected, and if you prove it, company will go up to whatever you said."

Q. 1. As HR manager do you support company's compensation policy? Justify.

Q. 2. Describe consequences of compensation flexibility on employee retainment.

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Faculty Name: Mrs. P. S. Patil

Month: - August, Year: - 2023

Case Study: Overview of the Indian Financial System

Background:

The Indian financial system is a comprehensive network that facilitates the mobilization and allocation of resources across the economy. It plays a crucial role in fostering economic growth and development. This case study examines the structure, key components, and recent developments in the Indian financial system, with an example of its practical functioning.

Key Components of the Indian Financial System

1. Financial Institutions:

- **Banking Institutions:** Scheduled commercial banks (e.g., SBI, HDFC Bank) and cooperative banks.
- **Non-Banking Financial Companies (NBFCs):** Institutions like Bajaj Finance and Mahindra Finance provide credit and financial services.

2. Financial Markets:

- **Money Market:** Deals with short-term instruments like Treasury Bills, Commercial Paper, and Certificates of Deposit.
- **Capital Market:** Facilitates long-term fund raising through equity and debt instruments. The Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) are key players.

3. Financial Instruments:

- Equity shares, bonds, derivatives, mutual funds, and insurance products are widely used to mobilize savings and manage risk.

4. **Regulatory Framework:**

- **Reserve Bank of India (RBI):** Regulates banking and monetary policy.
 - **Securities and Exchange Board of India (SEBI):** Regulates the capital market.
 - **Insurance Regulatory and Development Authority of India (IRDAI):** Regulates the insurance sector.
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Case Example: Financing Infrastructure Projects Through the Indian Financial System

Scenario:

The Indian government announced the Bharatmala Pariyojana, a major highway development project aimed at improving road connectivity. This project required significant funding, which was facilitated by various components of the Indian financial system.

Process:

1. **Raising Funds:**

- **Bank Loans:** Public sector banks like SBI provided long-term loans to contractors and project developers.
- **Bonds:** Infrastructure bonds were issued in the capital market, attracting investment from institutional and retail investors.

2. **Role of NBFCs and Development Financial Institutions (DFIs):**

- NBFCs like Power Finance Corporation (PFC) and Infrastructure Development Finance Company (IDFC) played a key role in funding.
- DFIs such as the Indian Infrastructure Finance Company Limited (IIFCL) extended credit and guarantees.

3. **Public-Private Partnership (PPP):**

- The project adopted a PPP model, where private entities contributed equity, while banks and the capital market provided debt funding.

4. **Regulatory Support:**

- SEBI eased regulations for infrastructure bonds to attract foreign investment.
- RBI ensured sufficient liquidity in the banking system through monetary policy measures.

Outcomes and Observations

1. The Bharatmala Pariyojana demonstrated the seamless integration of the Indian financial system's components to support large-scale infrastructure development.
2. It showcased the role of financial markets, institutions, and regulators in channeling resources effectively.
3. Challenges like high non-performing assets (NPAs) in public sector banks highlighted the need for improved risk management.

Conclusion:

The Indian financial system is a robust framework that efficiently mobilizes and allocates resources. Its role in facilitating projects like the Bharatmala Pariyojana highlights its significance in economic development. However, to ensure sustained growth, challenges like financial inclusion, NPAs, and regulatory compliance need to be addressed.

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Faculty Name: Prof. V. R. Patil

Month:- July Year :- 2023

Case Study: Empowering Rural Artisans through Social Entrepreneurship

In 2015, Priya Sharma, a young entrepreneur with a passion for empowering rural communities, founded JivanKala Ventures. During her travels through rural India, Priya observed that traditional artisans faced significant challenges in sustaining their livelihoods. Despite their exceptional craftsmanship, they struggled with limited market access, low-income levels, and the lack of modern tools and resources.

Priya established JivanKala Ventures with a mission to bridge the gap between rural artisans and urban markets. The organization adopted a threefold strategy. First, it collaborated with artisans to enhance product quality and design, aligning their work with modern consumer preferences.

Second, JivanKala set up an online marketplace and partnered with retail chains to showcase and sell artisan products. Finally, the organization provided skill development workshops and access to micro-loans, enabling artisans to scale their businesses.

One example of JivanKala's impact involved a group of women weavers in Rajasthan. Traditionally, these women sold their handmade textiles locally for minimal profits. With JivanKala's support, they adopted contemporary designs, accessed wider markets, and saw a threefold increase in their earnings. Similar success stories emerged from potters, jewelry makers, and other artisans across the country.

However, JivanKala faced its share of challenges. Convincing artisans to adopt new designs and technologies required extensive training and trust-building. Additionally, maintaining the organization's social mission while ensuring financial sustainability demanded innovative solutions.

By 2023, JivanKala Ventures had supported over 10,000 artisans across India, helping them improve their incomes and preserve their traditional crafts. Priya Sharma's vision demonstrated the power of social entrepreneurship in creating sustainable livelihoods while celebrating cultural heritage.

Questions:

1. What strategies did JivanKala Ventures use to support rural artisans and connect them to larger markets?
2. What obstacles did JivanKala face in implementing its solutions, and how were these addressed?
3. How can JivanKala scale its operations while ensuring its core mission remains intact?

Faculty Name: Prof. V. R. Patil

Month:- October Year :- 2023

Case Study: Building a Culture of Learning at Surya Utility Solutions

Surya Utility Solutions is a leading contractor for utilities, specializing in the construction and maintenance of systems that deliver essential services such as electricity, oil, natural gas, and communication signals. The nature of this work is inherently challenging and often dangerous, making it imperative for the organization to prioritize safety and skill development. Employees

must perform under stressful conditions while adhering to stringent safety standards to prevent accidents and ensure operational efficiency.

Under the visionary leadership of Mr. Subodh, the director of employee development, Surya Utility Solutions launched a comprehensive initiative aimed at fostering a “culture of learning.” This initiative sought to empower employees by equipping them with the necessary skills and knowledge to excel in their roles while maintaining the highest standards of workplace safety.

When Mr. Subodh joined Surya Utility Solutions, he faced the dual challenge of being new to the utility construction industry and understanding its complexities. Determined to bridge this gap, he embarked on a series of site visits and conducted extensive meetings with operations managers and safety professionals. This hands-on approach allowed him to gain valuable insights into the unique challenges faced by workers on the ground. Additionally, these interactions helped Mr. Subodh establish credibility for the training programs he was about to introduce, as employees and stakeholders recognized his commitment to understanding their real-world experiences.

After careful analysis, Mr. Subodh and his employee development team identified two key objectives to guide their efforts:

1. **Developing a Standardized Curriculum for Employee Orientation:** Previously, each division of the company followed its own approach to orientation. This fragmented system often led to inconsistencies in skill development and safety training. Mr. Subodh’s team collaborated with the company’s safety experts to identify the most critical skills required to protect workers across all operations. To address language barriers and ensure widespread accessibility, the company created Hindi-language videos showcasing these skills in real-world scenarios. These videos were made available online, enabling employees to access them as needed, without the constant presence of a trainer. This approach not only streamlined the orientation process but also ensured that every worker received uniform and high-quality training.
2. **Launching an Apprenticeship Program for Line Workers:** Recognizing the importance of linking training to tangible benefits, Surya Utility Solutions introduced an apprenticeship program that tied skill development to promotions and pay increments. Workers who completed the program earned certifications from both Surya Utility Solutions and the Department of Labor, along with the prestigious job title of lineman. To design this program, the company partnered with a training contractor specializing in utility construction. This collaboration ensured that the apprenticeship adhered to industry standards and provided employees with the skills necessary for career advancement.

The apprenticeship program combined multiple learning methods, including on-the-job training, video-based instruction, and instructor-led classroom sessions. Supervisors played a pivotal role in this initiative by validating that employees were successfully applying their newly acquired

skills in real-world situations. At the end of each year, apprentices who met the program's requirements received a pay increase and comprehensive feedback on their progress, reinforcing the company's commitment to their development. These initiatives marked a significant shift in how Surya Utility Solutions approached employee training and development. By prioritizing safety, skill enhancement, and career progression, the company sought to address the challenges inherent in its high-risk industry. The structured orientation program and apprenticeship initiative not only standardized training efforts but also created a framework for continuous learning and professional growth.

The case of Surya Utility Solutions illustrates the importance of aligning training programs with organizational goals and employee needs. The focus on safety, accessibility, and tangible rewards demonstrates how a well-designed training strategy can enhance both individual performance and overall organizational success.

Questions:

Q.1 Analyse above case thoroughly and identify the important aspects of Training Need Analysis? Also explain the 'Training Need Analysis' process followed by Surya Utility Solutions.

Q.2 What training methods would you recommend Surya Utility Solutions to use other than the ones already in use, and why?

Faculty Name: Prof. P. S. Jadhav

Month: - August Year: - 2023

Caselet Name: Streamlining Operations: A Caselet on Shipping, Inventory Planning, and Order Management at StyleTrend

StyleTrend, a growing apparel retailer, recognized the importance of streamlining its operations to meet the demands of a fast-paced retail environment. To ensure timely deliveries and customer satisfaction, the company partnered with reliable logistics providers offering same-day and next-day delivery services in urban centers. By utilizing advanced automated routing systems, StyleTrend reduced delivery delays, ensuring products reached customers quickly and efficiently.

For in-store stock management, the company maintained a dedicated fleet that enabled quick replenishment of popular items, especially during high-demand seasons. The integration of real-time shipment tracking further enhanced the customer experience by providing regular updates and transparency throughout the shipping process, which fostered greater trust and satisfaction.

Inventory planning at StyleTrend was driven by a combination of historical sales data, predictive analytics, and real-time market trends. The company tailored its stock based on regional preferences, stocking more Western wear in cities like Mumbai, while catering to a higher demand for traditional wear in locations like Pune and Nashik. By using a just-in-time (JIT) inventory approach, StyleTrend minimized overstocking while ensuring enough stock was available to meet customer demand, particularly during peak shopping periods such as festive seasons. The company also conducted regular audits to maintain inventory accuracy, which helped reduce discrepancies, stockouts, and waste, thereby optimizing operational efficiency. This approach allowed StyleTrend to maintain lean, responsive inventory management, making it well-positioned to respond to fluctuating customer needs.

In managing orders, StyleTrend implemented an integrated order management system (OMS) that connected both its online and physical stores, ensuring seamless communication across channels. This system provided real-time stock updates, which minimized instances of canceled orders due to out-of-stock items and ensured a consistent and reliable shopping experience for customers. During promotional events or high-volume sales periods, automated workflows within the OMS handled the surge in orders, reducing manual intervention and human error while maintaining efficient processing times. When it came to returns, StyleTrend placed a strong emphasis on customer satisfaction by offering a hassle-free returns policy that allowed customers to initiate returns through multiple channels, whether online or in-store. Analyzing return data helped identify common issues, such as sizing problems or product defects, which provided valuable insights to improve product quality and reduce return rates. This focus on optimizing returns, alongside a data-driven approach to inventory and order management, allowed StyleTrend to strengthen its operational performance and maintain a competitive edge in the retail market.

Q.1 What are the key factors to evaluate when assessing the effectiveness of StyleTrend's inventory planning in meeting regional demands and minimizing stockouts?

Q.2 How can StyleTrend assess the correlation between its integrated order management system (OMS) and the reduction of order processing errors during peak sales periods?

Corselet Name: Strategic Retail Selection and Location Planning: The Case of StyleSutra Apparel in India

StyleSutra Apparel, a fast-growing fashion retailer in India, focused on optimizing its retail selection and location strategy to expand its presence across key cities and emerging markets. The company, known for offering trendy and affordable fashion for young adults, initially established stores in metropolitan cities like Mumbai, Delhi, and Bangalore. To further strengthen its position in the market, StyleSutra aimed to select the right types of stores and strategically choose retail locations in both urban and semi-urban areas. By analyzing its best-performing product categories—casual wear, ethnic wear, and accessories—StyleSutra decided to offer a combination of flagship stores in bustling urban areas, smaller boutique stores in suburban shopping malls, and pop-up stores in key regional markets during festive seasons. This approach allowed the brand to cater to the diverse preferences of its customers across various segments.

For its location strategy, StyleSutra relied on data-driven insights to evaluate potential sites by considering factors such as demographic trends, foot traffic, and competition. In major metropolitan areas like Mumbai and Delhi, StyleSutra chose high-visibility, high-foot-traffic locations such as Colaba and Connaught Place, where its target market of young adults frequented. For smaller cities and towns, the company turned its attention to popular shopping malls and local high streets where the growing middle-income population was increasingly spending on fashion. Accessibility to transportation hubs, such as metro stations and bus depots, was another key factor in selecting retail sites, ensuring convenience for customers. However, StyleSutra faced challenges such as high rental costs in premium locations and stiff competition from established global and local brands. Some flagship stores in prime locations did not meet sales expectations due to the higher-than-expected rental expenses, leading to a reassessment of its location strategy.

In response to these challenges, StyleSutra adjusted its approach by focusing on high-potential suburban markets and negotiating better rental terms with landlords. The company diversified its store formats, opting for a balanced mix of larger flagship stores, smaller boutique outlets, and flexible pop-up stores, reducing the reliance on expensive retail spaces. This hybrid strategy allowed StyleSutra to optimize its retail footprint, maintain brand visibility, and tap into new customer segments in both Tier 1 and emerging Tier 2 cities. Ultimately, StyleSutra's refined retail selection and location strategy resulted in increased brand presence and customer acquisition, particularly in growing suburban markets. By selecting the right locations and store formats tailored to different customer segments, StyleSutra successfully expanded its market share while maintaining a consistent brand identity in the competitive Indian retail landscape.

Q.1 How can StyleSutra analyze the relationship between the choice of retail locations and its sales performance in high-traffic urban areas?

Q.2 In what ways can StyleSutra analyze the trade-offs between high rental costs and expected sales revenue in its flagship store locations?

Faculty Name: Prof. Dr. S. Y. Maloo

Month:- January Year :- 2024

Caselet Name: Mr. Rakesh Powar Financial Planning

Introduction

Mr. Rakesh Powar, a 38-year-old Senior Software Engineer, faces the typical challenges of a middle-class Indian family: providing for his children's education, ensuring his parents' financial security, and building a comfortable retirement nest egg. With a growing family and increasing responsibilities, Rakesh recognizes the importance of a well-defined financial plan. He seeks professional guidance from a financial advisor to navigate the complexities of his financial situation and achieve his long-term goals.

Personal & Professional Background

- Age: 38 years
- Marital Status: Married
- Spouse: Mrs. Priya Powar (Software Engineer)
- Children: Two children (ages 8 and 5)
- Parents: Both parents are retired and dependent on Rakesh for financial support.
- Monthly Income: INR 2,00,000 (Rakesh) + INR 1,50,000 (Priya) = INR 3,50,000
- Monthly Expenses: INR 1,20,000 (approx.) (including housing, education, groceries, entertainment, and daily expenses)

Existing Investments:

- Employee Provident Fund (EPF): INR 10 Lakhs
- Public Provident Fund (PPF): INR 5 Lakhs
- Equity Mutual Funds (SIPs): INR 20,000 per month (for the past 5 years)
- Term Life Insurance: INR 1 Crore
- Health Insurance: Family floater plan

Financial Goals:

- Children's Education: Ensure adequate funds for their higher education (undergraduate and postgraduate)
- Retirement Planning: Secure a comfortable retirement for himself and his spouse by age 60.
- Parent's Care: Provide for their medical expenses and financial well-being.
- Home Purchase: Consider buying a larger home in the future to accommodate the growing family.
- Build an Emergency Fund: Maintain a 6-12 month emergency fund to cover unexpected expenses.

Questions for the Financial Advisor:

1. Asset Allocation: How should I allocate my investments across different asset classes (equity, debt, gold, real estate) to achieve my diverse financial goals?
2. Tax Optimization: What strategies can I implement to minimize my tax liability and maximize after-tax returns?
3. Risk Management: How can I effectively manage the risks associated with different investment options, such as market volatility and inflation?
4. Insurance Coverage: What insurance policies (life, health, disability) are necessary to protect my family and financial well-being?
5. Estate Planning: How can I ensure that my assets are transferred smoothly and efficiently to my family in case of unforeseen circumstances?

Faculty Name: Prof. S. R. Patil

Month:- January Year :- 2024

Case Study: Organisation structure | strategic management

Three main segments comprise the Indian corporation XYZ Technologies: (1) notebooks, (2) desktops, and (3) accessories. Its net operating income was Rs. 53 crores, and its total revenue for the previous year was approximately Rs. 1130 crores.

The corporation is thought to have a very rigid organizational structure. The corporate office provides only minimal guidance to each division, which functions as an autonomous entity and is in charge of its own operations.

Additionally, it maintains offices in Sri Lanka and Nepal. For local importers, these offices serve as liaisons. The corporate headquarters dispatches the importers' monthly requisitions directly. The companies' sales in these two nations are negligible, and their market share is likewise small. But there's a lot of potential. In light of this, the business plans to grow its network in both nations with minimal oversight from headquarters. It plans to establish up local assembling operations and expand the workforce.

(a) Is XYZ Technologies' current organizational structure divisional or functional? Talk about it.

(a) In two nations, what form of structure would you recommend?

Faculty Name: Prof. Dr. S. Y. Maloo

Month:- March

Year :- 2024

Caselet Name: Navigating the Global Trade Landscape: Challenges and Opportunities

International trade has become an increasingly vital component of the global economy, connecting nations and fostering economic growth. However, this interconnectedness also presents significant challenges. This case study examines the impact of various trade blocs on global trade and analyzes the key problems faced by businesses operating in the international arena.

Trade Blocs: A Double-Edged Sword

Trade blocs, such as the European Union (EU), the North American Free Trade Agreement (NAFTA), and the Association of Southeast Asian Nations (ASEAN), have played a crucial role in facilitating trade liberalization and economic integration among member countries. By eliminating or reducing trade barriers like tariffs and quotas, these blocs have fostered increased trade flows, leading to benefits such as:

- **Increased market access:** Companies within a bloc gain preferential access to larger markets, expanding their customer base and sales opportunities.
- **Enhanced competitiveness:** Increased competition within the bloc can drive innovation and efficiency among member countries.
- **Economic growth:** Trade liberalization can stimulate economic growth by promoting specialization, increasing productivity, and attracting foreign investment.

However, trade blocs also present potential drawbacks:

- **Trade diversion:** Trade may shift from more efficient non-member countries to less efficient member countries due to preferential trade agreements within the bloc.

- Loss of national sovereignty: Member countries may have to compromise on certain national policies to comply with bloc regulations.
- Increased dependence: Over-reliance on intra-bloc trade can make economies vulnerable to economic shocks within the bloc.
- Exclusion of non-member countries: Trade blocs can create barriers for non-member countries, hindering their economic development and potentially leading to trade disputes.

Key Problems in International Business:

Beyond the challenges posed by trade blocs, businesses operating internationally face a multitude of other obstacles, including:

- Political and economic instability: Geopolitical tensions, political instability, and economic crises in foreign markets can disrupt supply chains, create uncertainty for businesses, and increase risks.
- Currency fluctuations: Fluctuations in exchange rates can significantly impact the profitability of international transactions, creating uncertainty and increasing the risk of losses.
- Cultural differences: Understanding and navigating cultural differences in communication, business etiquette, and consumer preferences is crucial for successful international business operations.
- Intellectual property rights: Protecting intellectual property rights in foreign markets can be challenging due to varying legal frameworks and enforcement mechanisms.
- Government regulations: Complex and ever-changing government regulations, such as import/export restrictions, environmental regulations, and labor laws, can create significant barriers to entry and increase operational costs.
- Ethical and social concerns: Issues such as labor exploitation, environmental degradation, and corruption pose ethical challenges for businesses operating internationally.

While international trade offers significant opportunities for economic growth and development, it also presents a complex array of challenges. Navigating these challenges requires a deep understanding of the global trade landscape, including the impact of trade blocs, the political and economic environment, and the cultural and social factors that influence international business operations. By carefully assessing risks, adapting to changing conditions, and embracing ethical and sustainable practices, businesses can effectively navigate the complexities of the global marketplace and achieve long-term success.

Questions:

1. How can businesses mitigate the risks associated with trade diversion in trade agreements?

2. How can businesses ensure ethical and socially responsible practices in their international operations while remaining competitive?

Faculty Name: Prof. S. R. Patil

Month:- February Year :- 2024

Caselet Name: Business policies of Printing Press

Three treadle machines are worked by hand at the Arunodaya Printing Press in Solapur. There are six employees in the press. The owner, Mr. Vinod Doshi, maintains great relationships with the employees, and the entire establishment is like a family. The order book for the press is quite huge. It can expand its operations if the owner wants to, and there is a good demand.

In a small press in Pune that has been shuttered since the owner's death, the proprietor discovered four treadle machines. The local political trade union would step up and form a union of workers if the owner of Arunodaya Printer bought these machines, bringing the total number of employees to twenty. Whether the wage rates might be kept at the same level in such a situation is hard to predict.

Importing a costly automatic printing device from Germany is one option. Although there would be fewer employees, the overall cost would be very expensive. Additionally, to operate the automated equipment, qualified personnel will need to be hired. It is anticipated that production will be quite expensive.

Questions:

- 1) Examine the case critically.
- 2) Would the owner be better off expanding his business or keeping it exactly as it is?
- 3) What suggestions do you have for future business policies?

Faculty Name: Prof. S. R. Patil

Month:- September Year :- 2023

Case Study : Performance review system (Strategic HRM)

A reputable financial firm with ten branches around the nation is Unique Funds Ltd. There are 70 executives and 290 operational staff members. Under the company's performance rating scheme, a committee consisting of two executives rates employees using a graphic scale at the conclusion of each fiscal year. Responsibility, initiative, reliability, leadership potential, teamwork, and

community service are among the attributes taken into account. Following the performance review, the immediate supervisor discusses the ratings with the concerned staff members and uses them to offer guidance and set up additional training. Additionally, the ratings are utilized to promote deserving employees and grant or deny raises.

Due to very low ratings, two staff at the Head Office were recently refused yearly raises. In their letter to the company's CEO, they voiced their displeasure with the appraisal process and insisted that community service should not affect their ratings because it is not a requirement of their employment. The workers appear to have organized a union and are demanding automatic yearly raises. The CEOs believe that performance reviews should be eliminated completely since they are a risky source of conflict.

Questions:

- (a) How would you diffuse the situation if you were the HR manager?
- (a) To what extent do you agree with the CEO's opinion that performance reviews ought to end?
- (c) Based on what principles would you suggest changes to the organization's performance review system?