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Dr. D. Y. Patil B-School, Pune

Center for Case Development

Presents

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President's Foreward

Dear Readers,

At Dr. D. Y. Patil B-School, we are transforming potential into power with the unwavering support of our stakeholders and partners. The institution has consistently set new benchmarks of excellence, not only for itself but for its peers as well. I am confident that Dr. D. Y. Patil B School remains true to its vision of offering top-tier management education, fostering innovation, and contributing positively to industries and society at large. Our focus on teaching, research, and community service stands as a testament to our commitment to progress. As we reflect on our journey, it is heartening to witness how far the institution has advanced. With our passion and determination, I am certain that Dr. D. Y. Patil B-School will achieve even greater milestones in the future. In this fifth edition of Casepedia, you will find contributions from esteemed faculty and industry leaders, whose insights, dedication, and unique perspectives have enriched the case development process. I extend my best wishes for your success in all your future endeavours.

Dr. P. D. Patil

President,

Dr. D. Y. Patil Unitech Society, Pune, India

Message From **Secretary**

Dear Readers,

It is with immense pride that I work together with an exceptional team to bring you Casepedia Volume 5. The Center for Case Development of Dr. D. Y. Patil B School has been dedicated to curating and publishing high quality cases to support case-based learning, a teaching methodology that remains ever-relevant in today's educational landscape. These cases are meticulously designed to nurture creative, adaptive business professionals who excel in analytical thinking and proactive decision-making. I am incredibly impressed by the depth and clarity of the cases, which have greatly enhanced the quality of this publication.

Best Wishes

Dr. Somnath Patil

Secretary,
Dr. D. Y. Patil Unitech Society

Pro – Chancellor,
Dr. D. Y. Patil Dnyan Prasad University, Pune, India

Message From **Treasurer**

Dear Readers,

It gives me great pleasure to present Casepedia–5, the fifth edition of our institutional case repository. This volume reflects the continuous academic rigor, intellectual curiosity, and research orientation demonstrated by our faculty members.

Case-based learning plays a vital role in bridging theory and practice, fostering critical thinking, and enhancing managerial decision-making skills. The cases compiled in this edition address contemporary business and socio-economic challenges, offering valuable insights for students, researchers, and practitioners alike.

I sincerely appreciate the efforts of the editorial team, contributors, reviewers, and all faculty members whose dedication and scholarly commitment have made this publication possible. Their collaborative efforts have ensured the quality, relevance, and academic integrity of this volume.

I am confident that Casepedia–5 will serve as a meaningful academic resource and contribute significantly to experiential learning and research culture within the institution.

With best wishes for its continued success.

Dr. Rohini S. Patil

Treasurer,
Dr. D. Y. Patil Unitech Society

Chief Operating Officer (COE),
Dr. D. Y. Patil Dnyan Prasad University, Pune, India

Message from the **Director**

Dear Readers,

It gives me immense pleasure to present Casepedia Volume 5, an initiative dedicated to enriching management learning through real-world business cases, innovative insights, and contemporary industry perspectives. In today's dynamic and competitive environment, case-based learning plays a vital role in developing critical thinking, analytical ability, and decision-making skills among students.

Casepedia 5, reflects our commitment to experiential and application-oriented education. By exploring diverse business scenarios across industries, students gain a deeper understanding of strategies, challenges, and best practices that shape the corporate world.

I congratulate the team for their dedication and effort in curating this valuable resource. I am confident that Casepedia 5 will serve as an enriching platform for learners, educators, and practitioners, inspiring them to think beyond the classroom and engage with real-time managerial problems.

I wish the initiative great success and look forward to its continued growth and impact.

Dr. Pradyuman Singh Rathore

Director,
Dr. D. Y. Patil B-School, Pune

Message from the **Editor**

Dear Readers,

It is with great pride that we are present Casepedia Volume 5, a compilation of insightful, contemporary, and practice-oriented case studies contributed by diverse scholars and professionals. This volume reflects our continued commitment to fostering experiential learning and promoting high-quality academic and industry-based research.

To our authors, I extend my sincere appreciation for your valuable contributions. Your rigorous analysis, thoughtful perspectives, and dedication to academic excellence have enriched this edition and strengthened Casepedia's reputation as a trusted resource for management education.

To our readers, I am confident that the cases in this volume will serve as a meaningful tool for learning, reflection, and discussion. Each case presents real-world challenges and strategic insights that encourage critical thinking and support holistic understanding of today's business environment. We hope this edition inspires you to explore innovative solutions and apply analytical reasoning in your academic and professional pursuits.

I express my gratitude to all the scholars who have contributed to this volume, the editorial team and all contributors who have worked diligently to bring this volume to life. Their hard work, dedication, and thoughtful contributions have been instrumental in making this publication a reality. We look forward to continued collaboration and to advancing knowledge through impactful case-based learning.

We hope Casepedia continues to serve as a source of multi-disciplinary learning for years to come.

Happy Reading! Best Regards.

Dr. Viniya Lokhande Meshram

Editor in chief,
Casepedia, Volume 5,
Dr. D. Y. Patil B-School, Pune

PREFACE

In an age dominated by Artificial Intelligence and advanced technologies, the landscape of management education continues to evolve. Yet, some educational methods, such as the case study approach, remain timeless. When a thorough exploration of a topic is required, case studies have proven to be one of the most effective tools for teaching. Case studies not only serve as a method for applying knowledge but also foster critical thinking, problem solving, and decision-making skills among students. The power of case studies lies in their ability to stimulate diverse interpretations of the same data, encouraging a variety of perspectives in the analysis of complex scenarios. The Center for Case Development at Dr. D. Y. Patil B-School is committed to promoting this culture by publishing high-quality cases that mirror the intricacies of real-world business challenges. By engaging with these case studies, students and readers alike will cultivate the ability to think critically, make reflective judgments, and make informed decisions.

Center for Case Development

Dr. D. Y. Patil B-School, Pune

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Amul: A Cooperative Model Driving "White Revolution" in India

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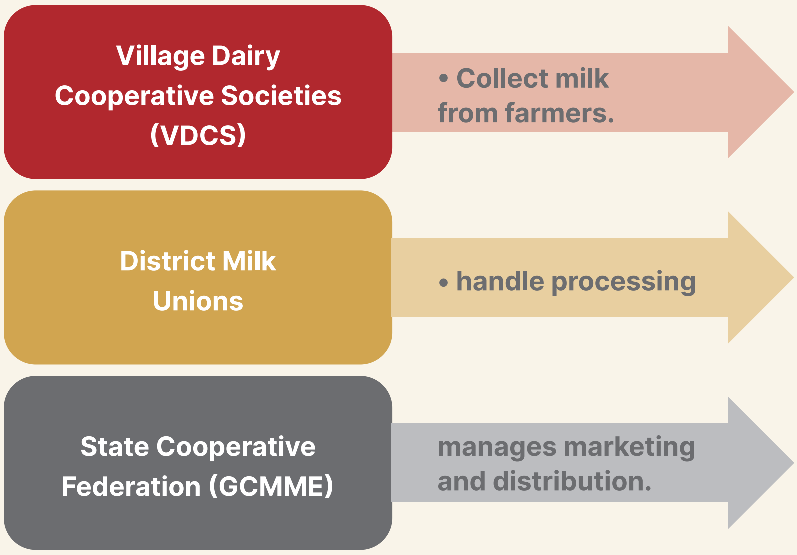
Introduction:

Amul is a Global Brand, own by millions of farmers, also referred to as "Taste of India". In this case analysis author examine "white revolution" by Amul has been witnessed millions of people, which is completely transform dairy sectors and their contribution in primary sector.

Background of the Company:

- **Founded:** 1946
- **Location:** Anand, Gujarat
- **Founders:** Tribhuvandas Patel, Dr. Verghese Kurien (Architect of 'White Revolution')
- **Governing Body:** Gujarat Cooperative Milk Marketing Federation (GCMMF)
- **Members:** 3.6+ million milk producers across 18,000+ villages



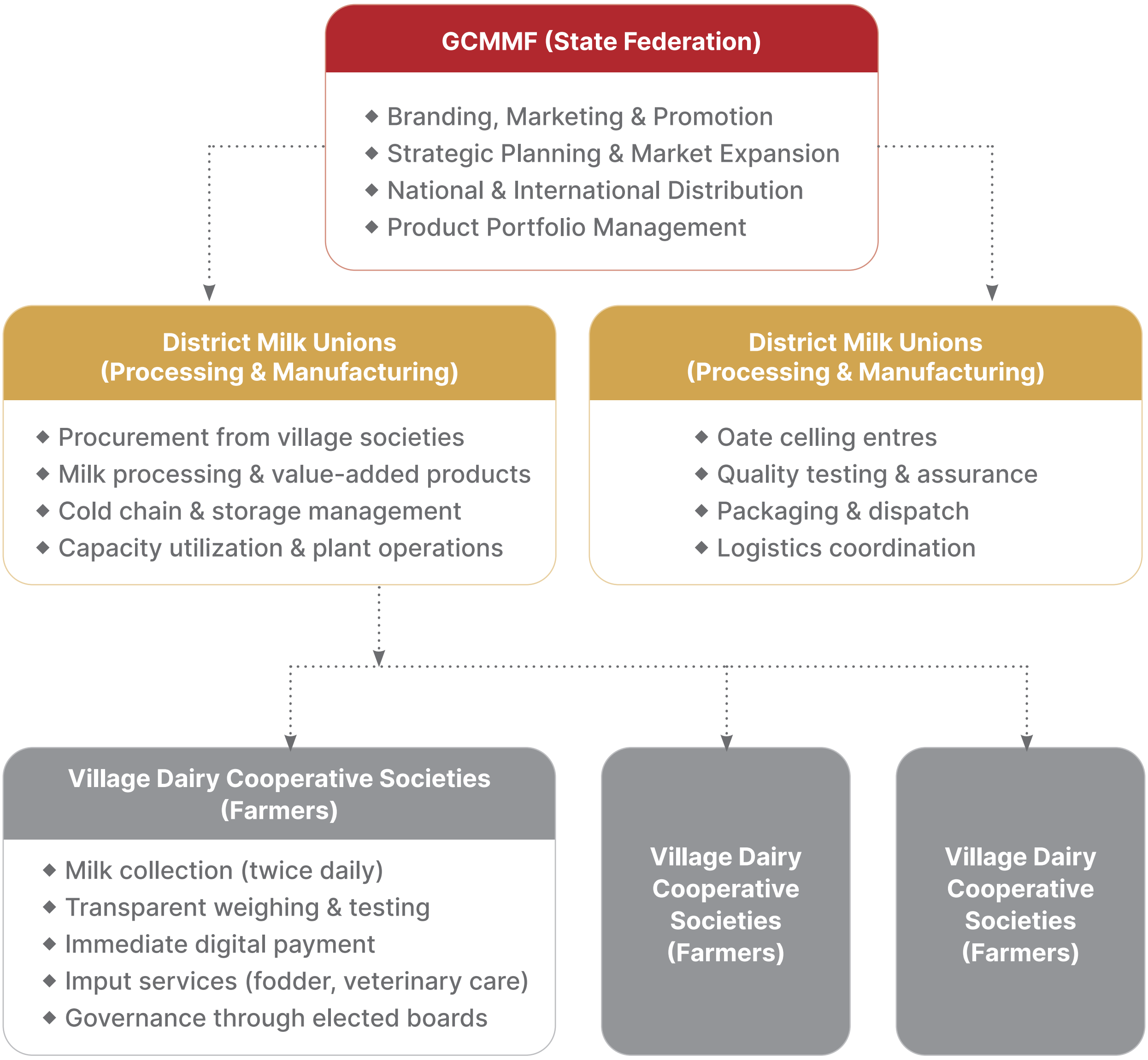


Exhibit 1: Three-Tier Cooperative Structure (Anand Pattern) Amul's Business Model:

Amul's Business Model: Amul's business model is characterized by:

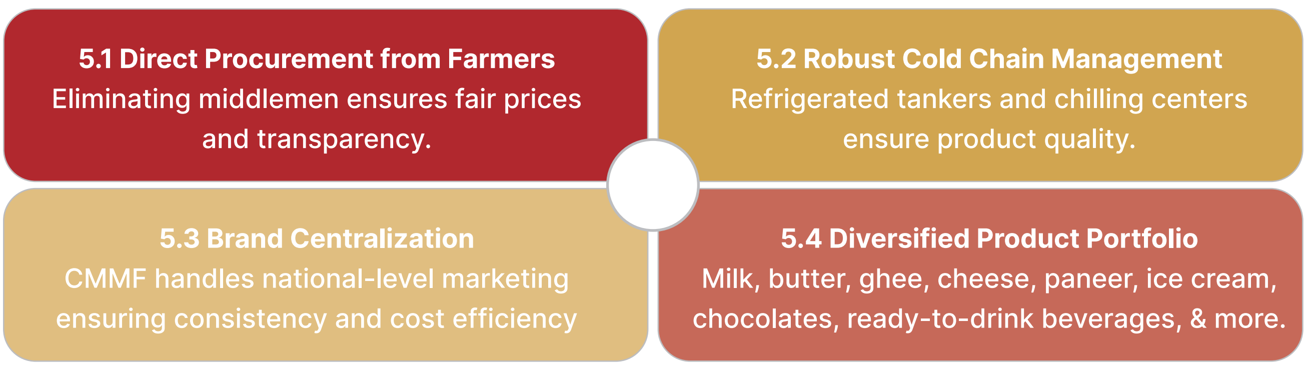


Exhibit 2: Marketing and Branding Strategy

Marketing and Branding Strategy

The Amul Girl Campaign	Positioning as "The Taste of India"	Digital Marketing Evolution
Launched in 1966, this long-running advertising campaign uses topical humour to engage consumers. The mascot has become synonymous with trust and cultural relevance.	Amul's communication emphasizes quality, purity, and national identity.	Real-time social media posts and memes strengthen its youthful brand appeal.

Exhibit 3 : Amul's Advertising Evolution (1966–Present)

1	**Birth of the Amul Girl (1966)**	• Created by Sylvester daCunha • Cartoon character depicting topical issues • Humor-led, satirical, culturally relevant
2	**1970s–1990s: "Utterly Butterly Delicious" Era**	• Focus on butter category dominance • Everyday humour, political & social commentary • High recall value and mass visibility • Operation Flood begins • Amul ice cream launched (1994)
3	**2000s: Expansion into Mass Media**	• TV advertisements for cheese, ice cream, dairy beverages • Celebrity endorsements for selective categories • Increased brand segmentation • Rapid diversification into beverages, chocolates
4	**2010–2020: Digital Adaptation**	• High-frequency topical ads on Facebook, Twitter, Instagram • Instant reaction ads ("Amul Topical") • Viral content strategy
5	**2020 – Present: Contemporary, Youth-Focused Strategy**	• Campaigns on sustainability, fitness, and protein nutrition • Videos showcasing farmers and rural producers • Positioning Amul as both traditional and modern • Digital procurement & global expansion • Cross-platform marketing: OTT ads, reels, interactive content
		Signature Elements • Humor & satire • Social commentary • Cultural resonance • Pan-Indian identity

Porter's Five Forces

1 **Supplier Power: Low** — Farmers are cooperative members, reducing external supplier dependency.

2 **Buyer Power: Moderate** — Price-sensitive consumers may shift brands despite loyalty.

3 **New Entrants: Moderate** — High capital investment and supply chain complexity act as barriers.

4 **Substitutes: High** — Growing preference for vegan alternatives increases substitution risk

5 **Rivalry: High** — Competing brands: Mother Dairy, Nestlé, Britannia, local dairies.

Exhibit 4: Porter's Five Forces – Dairy Industry (India)

1	**Supplier Power – LOW** **(Unique to Amul)**	• Suppliers = farmers = owners • Cooperative model reduces bargaining power • Fair and transparent pricing system • Stable long-term relationships
2	**Buyer Power – Moderate**	• Consumers are price sensitive • Retailers negotiate margins for refrigerated products • Switching costs are low (many brands available)
3	**Threat Of New Entrants – Moderate**	• Barriers: cold chain investment, procurement network, brand trust • Entry possible in niche dairy products (premium A2 milk, ice cream brands)
4	**Threat Of Substitutes – Growing**	• Plant-based milk alternatives (almond, oats, soya) • Non-dairy desserts replacing ice cream
5	**Competitive Rivalry – High**	• Key players: Mother Dairy, Hatsun, Nestlé, Britannia, regional cooperatives • Low differentiation in liquid milk • High marketing spending • Intense fight for distribution space

Value Chain Analysis

1 Inbound Logistics	Milk procurement enabled by automated collection centers and quality testing.
2 Operations	State-of-the-art processing plants ensure quality and efficiency.
3 Outbound Logistics	A multi-layered distribution network ensures nationwide penetration.
4 Marketing & Sales	Low-cost, high-impact advertising ensures brand consistency.
5 Service	Support services to farmers-veterinary care, feed supply, training- strengthen loyalty and quality.

Exhibit 5: Amul Value Chain (Michael Porter's Model)

SN.	Primary Activities	
1	**Inbound Logistics**	• 18,600+ Village Dairy Cooperative Societies • Milk collection centers with automated testing • Bulk milk coolers at village level • Direct farmer-to-cooperative supply (no middlemen)
2	**Operations**	• 62+ modern dairy plants across Gujarat • Processing: pasteurisation, standardisation, homogenisation • Production of milk powder, butter, ghee, cheese, ice cream • Use of energy-efficient technologies
3	**Outbound Logistics**	• Largest cold chain network in India • Milk transported via insulated tankers • Distribution through 10,000+ distributors • Strong rural & urban delivery network
4	**Marketing & Sales**	• Iconic Amul Girl advertisements • "Value-for-money" pricing • Pan-India presence: 1 million+ retail outlets • Social media storytelling and topical content
5	**Service**	• Strong customer trust • Consistent product quality • Social mission: Farmer welfare + consumer affordability

SN.	Support Activities	
1	**Procurement**	Transparent buying, fair prices, digitised farmer payments
2	**Technology Development**	Bulk coolers, testing equipment, automation
3	**HR Management**	Skilled plant operators, cooperative leadership
4	**Infrastructure**	Chilling centres, plants, warehouses, cold chain

Strengths
- Strong cooperative base
- Trusted brand identity
- Extensive distribution network
- Competitive pricing

Opportunities
- International expansion
- Digital sales channels
- Health-oriented dairy innovations

Weaknesses
- Limited global presence
- Overextension into multiple product categories
- Relatively slow decision-making due to cooperative structure

Threats
- Growth of plant-based dairy alternatives
- Climate-related production challenges
- Competition from private dairy firms

Exhibit 6: Strategic Analysis: SWOT Analysis

Challenges

Climate Change and Resource Scarcity
Heatwaves and declining grazing land reduce milk production.

Supply Chain Pressures
Rising energy and transportation costs affect margin stability.

Competition from New-Age Dairy Startups
Premium brands target urban consumers, posing a segmentation challenge.

Cooperative Governance Complexity
Large-scale coordination across unions demands consistent alignment.

Exhibit 7: Challenges

Strategic Initiatives

Digital Transformation	RFID tagging, automated milk testing, and digital payment systems.
Product Innovation	Functional dairy products, lactose-free milk, high-protein beverages.
Global Market Expansion	Distribution in over 40 countries; exploring foreign processing facilities.
Sustainability Efforts	Solar-powered chilling centers, waste reduction, and cattle welfare programs.

Exhibit 8: Strategic Initiatives

Diversification Trend Summary

Phase 1: 1946 - 1980	Commodity dairy (milk, butter, ghee)
Phase 2: 1980 - 2000	Processed dairy (cheese, milk powder, ice cream)
Phase 3: 2000 - 2015	Value-added consumer products (chocolates, flavoured milk, UHT milk)
Phase 4: 2015 - present	High-growth categories (health nutrition, whey protein, probiotic milk, beverages)

Exhibit 9: Diversification Trend Summary

Conclusion

Amul exemplifies how a cooperative can balance profitability with positive social impact. By modernizing while staying true to its farmer-first principles, it has become a worldwide benchmark in agribusiness. Its future success will rely on continued innovation, diversification, and a robust supply chain amid changes in the dairy industry.

Teaching Notes:

Synopsis

Amul, the largest dairy cooperative in India, serves as a leading global model for farmer-driven economic progress. Founded in 1946 in Anand, Gujarat, Amul revolutionized the country's dairy industry by overhauling milk collection, production, and marketing through its unique three-tier cooperative system. This case study examines Amul's growth, cooperative management, branding, and supply chain effectiveness, applying tools like SWOT, Porter's Five Forces, and Value Chain Analysis to assess its strengths, challenges, and future opportunities. The findings highlight that Amul's ongoing success is rooted in blending social responsibility with strong business strategies, positioning it as a benchmark for inclusive and scalable rural advancement. This cooperative model ensures democratic participation and fair profit sharing among its farmer members.

Keywords

cooperative model, dairy sector, supply chain, branding, strategic management

Target Audience

Management Students

Learning Objectives:

1. To analyse the Operational Strategy and Value Chain Analysis adopted by Amul.
2. To explore the Marketing and Branding strategy adopted by Amul.
3. To examine the economic contribution and white revolution in dairy sector.

Discussion Questions:

1. Discuss about Amul Co-operative Model.
2. Discuss about Branding and Positioning strategy of Amul "The Taste of India".
3. Discuss about the "White Revolution" and its Economic contribution in Primary Sector.
4. Discuss Amul Value Chain Analysis and SWOT analysis.

HR Insights on Performance Management Workplace Climate, Effective Problem-Solving: A Case Study of Maha Kumbh Mela 2025

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Organizational Context

The Maha Kumbh Mela 2025 in Prayagraj represents the world's largest peaceful gathering, with an estimated 400 million pilgrim visits expected over 45 days . Organizing this mega event transforms the host city into a temporary metropolis, presenting extraordinary challenges in leadership, coordination, and resource management . From an HR and organizational behavior standpoint, success hinges on effective Performance Management Systems (PMS) to set and monitor goals, a positive organizational climate to motivate the massive workforce, and robust troubleshooting frameworks to resolve issues in real time. The event's management offers vital insights into large-scale operations, customer (pilgrim) management, and resource allocation . We examine key themes – leadership styles, stakeholder engagement, public security, sanitation, infrastructure management, and training – through these theoretical lenses. This analysis highlights how structured performance management, adaptive organizational culture, and the Mager and Pipe troubleshooting model (which distinguishes skill gaps from motivational issues) collectively enabled the Maha Kumbh Mela's operational success, and draws lessons for both public event governance and business organizations.

Specific Area of Interest

HR Significance and handling in terms of Historical and Cultural Context of Maha Kumbh Mela with performance by applying Mager and Pipe's Troubleshooting Model.

Specific Problem or Decision

The Maha Kumbh Mela, a profound Hindu pilgrimage, is deeply embedded in India's spiritual, historical, and cultural tapestry. Rooted in ancient scriptures such as the

Puranas, it symbolizes a sacred tradition traced to the mythological churning of the ocean (Samudra Manthan). According to legend, drops of celestial nectar (Amrit) fell in four sacred locations—Prayagraj, Haridwar, Ujjain, and Nashik—thus sanctifying them as pilgrimage sites (Iyer, Varghese, & Divekar, 2025). This mythological significance continually draws millions seeking spiritual purification, transcending geographical, linguistic, and cultural barriers, illustrating the enduring human quest for spiritual fulfillment and community belonging.

Historically, the Maha Kumbh Mela epitomizes India's rich heritage of spirituality, bringing together diverse religious practices, rituals, and traditions. It showcases elaborate ceremonies, notably the Shahi Snan (royal bath), attracting participation from revered ascetics, saints, and spiritual orders known as akharas. This vibrant display of devotion and cultural unity highlights India's pluralistic spiritual fabric, as various monastic traditions coexist, perform rituals, and provide spiritual guidance, underscoring the Mela's profound societal significance (Iyer et al., 2025).

Culturally, the Maha Kumbh Mela fosters a dynamic exchange of traditions and community interaction. Such event includes cultural features like religious talk, practicing meditation, repeating mantras, listening to music and dancing. The blend of cultures preserves religious beliefs and adds greatly to both local business and tourism, the positive economic effect and global attention. For example, the 2025 Maha Kumbh – already projected to contribute $18 billion (or more) in the economy – is also a symbol (Iyer et al., 2025). It moreover takes part with the organization's framework with the help of private companies, NGOs, organizations in the community and religious organizations. This involvement ensures stakeholder integration in management of their diverse cultural and logistical needs. The many collaborative strategies among the stakeholders result into great coordination in the Maha Kumbh Mela.

Conceptual Framework: PMS, Organizational Climate, and Mager & Pipe Model Alternatives

Three critical frameworks, Performance Management Systems (PMS), Organizational Climate and Mager & Pipe's Troubleshooting Model, are used in this case study of the Maha Kumbh Mela to analyses the operational effectiveness of Maha Kumbh Mela. PMS enables managers to explain their expectations to their staff, track activities as they occur and to use feedback as a continuous improvement tool. The subsequent utilization of PMS frameworks that enabled effective resource allocation provided alternative operational objectives, increasingly aligned to strategic event objectives that included crowd management and infrastructure readiness (Iyer et al., 2025). While Organizational Climate, referring to the collective perceptions and attitudes that affect the way a group of employees work, affects the Mela's success, the development should be planned for after the rainy season and before the most prominent peak season observed during the month of December. An excellent workplace climate increased workforce morale, team work increased and productivity rose.

The staff became better at solving issues independently. Employees were motivated to go above and beyond because the company values closely matched cultural expectations, so everything ran smoothly and stakeholders were happy. Mager & Pipe's Troubleshooting Model, focused on diagnosing performance gaps through systematic assessment, was effectively applied to identify and address operational shortfalls swiftly. If event managers can differentiate problems caused by skills from those related to motivation or the environment, they can select the right way to act. By carefully using this model, it became simple to find and address any issues affecting performance, including poor communication or lacking training which greatly improved the Mela's ability to respond and stay strong.

Overview of Organizational Structures Involved

Maha Kumbh Mela is managed by a system that includes several government and private agencies all coordinated carefully. The state government takes the lead in formulating main policies, distributing funds and planning future objectives for Uttar Pradesh. The Prayagraj Mela Authority, supervised by the state, plans, builds needed infrastructure and oversees activities in security, health, cleaning and logistics every day. Led by the central organizing committee, individual departments and agencies are responsible for particular tasks. The security apparatus involves state police, central armed forces, and emergency response units coordinated through a central command center equipped with advanced surveillance technology and real-time communication systems (Kanaujiya & Tiwari, 2022). Simultaneously, healthcare management is executed by sector hospitals and mobile units strategically placed to ensure rapid emergency responses, reflecting an organized structure capable of managing crises efficiently (Iyer et al., 2025).

Government Administration and Coordination Efforts

The Maha Kumbh Mela in 2025 depended closely on government administration for effective planning, using resources and carrying out operations. The Government of Uttar Pradesh organised strong links between different departments, including police, health, sanitation and those from municipal bodies. Defining what each administrative body was responsible for was vital to minimise problems with coordination and improve the team's joint action. Actions for effective coordination included centering management, monitoring and decision- making in one place using advanced tools. In these centres, security teams relied on advanced cameras, computer-enabled people monitoring and networks of communication to keep things under control and respond quickly to crisis situations. Regular inter-agency meetings and simulation drills further ensured readiness and cohesive administrative functioning (Kanaujiya & Tiwari, 2022)

Conclusion:

The Maha Kumbh Mela 2025 exemplifies organizational excellence under extreme conditions, showcasing the power of performance management, a supportive climate, and agile problem-solving. It highlights how empowered leadership, clear communication, and motivated teams can achieve seamless execution in large-scale events. The case offers vital lessons for integrating HR practices, technology, and stakeholder collaboration to manage complex operations successfully.

Teaching Notes

Synopsis:

The study analyzes HR dimensions of managing the biggest human gathering in the world, the Maha Kumbh Mela 2025, in Prayagraj. How did public administration or organizational teams manage massive crowd logistics, sanitation, security or healthcare is explored in it. Effective performance management systems, strong organizational climate and use of Mager and Pipers' troubleshooting framework were central to this effort. In the case, students are challenged to analyze strategic HR issues in high stakes environments and to apply theoretical tools to real time operational complexity.

Keywords

Maha Kumbh Mela, Performance Management Systems, Organizational Climate, Troubleshooting Model, Leadership, Stakeholder Engagement, Public Administration, Event Management, India

Target Audience

This case is suitable for upper-level undergraduate and graduate courses in Human Resource Management, Organizational Behavior, Strategic Management, Event Management, and Public Administration. It can be used in classroom, hybrid, or online settings.

Learning Objectives

1. Analyze complex performance management systems within large-scale organizational operations.
2. Evaluate the influence of organizational climate on employee motivation and performance.
3. Use Mager and Pipe's Troubleshooting Model to diagnose successful performance.
4. Assess different leadership styles and their effectiveness in operational contexts.
5. Discuss communication and coordination structures necessary for large-scale event management.
6. Recommend strategic improvements based on real-world lessons learnt from operational case scenarios.

Discussion Questions

1. How did Performance Management Systems affect operational efficiency in Maha Kumbh Mela 2025?
2. In what specific ways did organizational climate influence employee performance?
3. How effectively was Mager and Pipe's Troubleshooting Model used to diagnose performance gaps?
4. Which leadership styles proved most effective, and why?
5. Evaluate the communication and coordination strategies. How could they be improved further?
6. Based on lessons learned, what key recommendations would you propose for future mega- events?

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Integrating Emerging Technologies in Higher Education: A Case Study on Faculty Readiness and Institutional Challenges in Light of NEP 2020

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Organizational Context

Dr. Ambedkar institute of management studies and research is prestigious management institution in central India , renowned for its research activities and its prominence on value- based education system. As per RTMNU affiliated institute DAIMSR has proactively adopted blended learning teaching and outcome-based education. In aligned with NEP 2020 Dr. Ambedkar institute of management studies and research is transitioning to digitally enriched education tough faculty preparation and institutional infrastructure remain key hurdles.

Specific Area of Interest

This study investigates faculty readiness to integrating emerging technologies such as google classroom, YouTube video tutorial, AI based tools, MOOCs like SWAYAM and digital content creation tools , A core part of the investigation is understanding how faculty's technical skills, pedagogical understanding and overall attitude towards digital transition impact their ability to integrate this technology effectively. A key element of this study is to examine how institutional leadership impact this process through its approach to the policies, infrastructure, faculty development program and incentives. This study also identity and analyses significant barrier to technology adoption by the faculty members and other supporting staff with respect to resistance to change , time pressure, financial limitations and challenges with digital accessibility ,Our goal is to illustrate how to addressing these obstacles can enhanced teaching learning process, foster personalized educational path strengthen global connection across higher education

Specific Problem or Decision

For DAIMSR effective leadership means focusing on building faculty capacity for emerging technologies in align with NEP 2020's digital vision. The key to achieve this without overwhelming educator or compromising the quality of education.

For this institution should implement flexible, modular training programs which cater to varying level of technical proficiency. ongoing technical assistance and peer to peer learning opportunities are also vital. A Phased and systematic introduction of platforms like google classroom, AI tools, and MOOCs coupled with a robust digital infrastructure will ensure smooth adoption.

Leadership should also prioritise curriculum alignment with latest technology as per industrial needs, empowering faculty members with the necessary autonomy and support to effectively integrate new tools, but with this regularly measure the impact on teaching and learning is also essential. The ultimate goal is to empower faculty members, lightening their workload and ensure enhancement in quality of education.

Alternatives

DAIMSR's Leadership is considering four options to integrate emerging technologies without overburdening faculty members.

1. **Status Quo with Little Instruction:** This option involves sticking with the current strategy, which uses Google Classroom for basic course management and occasionally hosts faculty training and faculty development program. The danger here, though, is that faculty disengagement could result from a lack of exposure to new technologies and teaching strategies brought on by the slow adoption of NEP 2020's digital vision.

2. **Mandate Digital Upskilling with Monitoring:** Under this strategy, faculty would receive frequent, organized training sessions, and the results and progress would be monitored. Although senior faculty members may be less likely to embrace new technologies, this could hasten the adoption of technology and increase the risk of burnout from the ongoing need for upskilling.

3. **Establish a Digital Learning Cell with Peer Mentoring:** This strategy entails assembling a group of tech-savvy academics known as "Digital Champions," who will serve as mentors and trainers for their peers. A more scalable and sustainable model might result from the combination of project-based learning and peer-led training. Faculty resistance to implementing a peer-led approach is the first risk, but in the long run, it may create a cooperative and self-sustaining culture.

4. **Partner with National Platforms (SWAYAM, NPTEL):** This option focuses on integrating pre-made courses into the curriculum by collaborating with national digital platforms such as SWAYAM and NPTEL. This approach aims to reduce the workload on faculty members. but a risk with this is that this platform may lack complete adaptability or relevance to DAIMSR's specific curriculum and institutional context.

These options offer advantages and disadvantages. The ultimate goal is to balance faculty capacity, technology adoption and quality education effectively, all while align with the objective of NEP 2020.

Conclusion

DAIMSR has successfully implemented a hybrid approach to integrating emerging technologies and getting positive results. This method involves several key initiatives like digital learning cell for faculty members who train their peers ,fostering a culture of knowledge sharing and internal support. Regular Faculty development programs are conducted in every semester specifically designed to enhance digital skills in line with NEP 2020. DAIMSR also encourage and rewards faculty members for development digital content and exploring innovative teaching methods. Integration of various platforms like SWAYAM into elective course. This not only enrich student learning but also helps mange faculty workload by leveraging existing high-quality resource.

Teaching Notes

Synopsis:

This case examines the challenge faced by the institute DAIMSR in fulfilling NEP's digital transformation from both institutional and faculty member's perspective. It delves into institutional barriers like limited resources, resistance to change, and the need for more deliberate approach to technology integration. simultaneously it addresses faculty level issues including shortage to digital skills, uncertinity towards new teaching methods, and significant time constrain. The case demonstrates initiatives to encourage long-term change through decision scenarios, survey-based evidence, and institutional responses, such as capacity-building programs, digital mentorship, and strategic alliances with national platforms. These solutions seek to foster a supportive atmosphere that stimulates faculty engagement, overcomes opposition, and assures the successful integration of technology into teaching and learning, in accordance with NEP 2020's goal.

Keywords:
Higher education, India, emerging technologies, NEP 2020, faculty readiness, digital transformation, management education, policy implementation

Target Audience:

- Postgraduate and executive MBA students
- Higher education policy makers
- Faculty development and HRD professionals

Learning Objectives:

1. To understand institutional barriers to digital transformation in academia.
2. To evaluate faculty readiness and the importance of training.
3. To analyze NEP 2020's digital goals in practice.
4. To assess leadership strategies for managing change.

Discussion Questions:

1. What are the core challenges to faculty readiness in adopting emerging technologies?
2. How can institutions align their internal policies with NEP 2020 goals effectively?
3. What change management strategies can help in overcoming faculty resistance?
4. Which alternative strategy from the case is most viable and why?

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Harnessing the Solar Energy in Small Scale Industry – A Case Study of Jayadeva Rice Mill, Shivamogga, Karnataka.

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Brief Introduction to the Case

As of date, there are more than 9000 rice mills in India, that have installed blending infrastructure for the production of rice and their cumulative monthly production capacity is around 60 LMT (Lakh Metric Tonnes), which has increased by more than 4 times in recent years. In Karnataka, approximately 600 to 650 Small scale rice industries are operating. These mills are in the production of rice in larger quantities every year, supplying a substantial quantity and variety of rice to various parts of the country. One such rice mill in Shivamogga named Jayadeva Rice Mill (JRM), has into producing Boiled rice under the brand name '999' for the past several years. In the year 2018, JRM decided to harness solar energy, which asks for a substantial investment of a crore rupees plus. JRM decided to harness solar energy by taking a loan of 1.05 crore from Canara Bank, to install solar energy. To run the rice mill, JRM consumes an average of 700 to 750 units of power every day.

The mill will effectively operate for 200 days a year. Prior installation of solar energy, JRM used to consume a total of 40000 to 450000 units of power every month at the rate of 8.15 rupees per unit from MESCOM (Mangalore Electricity Supply Company Limited). Before the installation of Solar energy, JRM was facing frequent power cuts, high power charges, and fluctuating voltage. Due to the challenge of frequent power cuts & fluctuating voltage, the life of Machines and the quality of the rice were hampered. JRM decides to harness solar energy to overcome the above problem. JRM contacts a leading provider of solar energy solutions by the name Orb Energy. Orb energy takes up the work of installing 15000 s.q feet of photovoltaic panels on the roof of rice godowns (out of 30000 s.q feet of roof available) to harness the solar energy. Orb Energy assures a minimum of 640 units of solar power every day. After the installation of solar power, JRM is harnessing 600 to 650 units of power every day (during the 200 days of the peak period in a year, the nonpeak period being the rainy season). JRM is using solar power in its production when the rice mill is running. When the rice mill is not functioning, the power generated from the solar is supplied to the MESCOM grid at the rate of Rupees 5.67 (reverse supply purchased by the MESCOM). After installing solar power, JRM is running its rice mill continuously with an uninterrupted supply of energy. JRM has attained self-sufficiency in energy.

Shortly, it may also make use of available 15000 sq feet of roof for further expansion to generate an additional 600 to 650 units of power every day. When it comes to cost and investment. JRM has made an investment of 1.05 crore rupees by borrowing from Canara Bank to install the solar plant. JRM has repaid the borrowings in full with interest within 5 years. JRM has cleared its loan on solar investment in the year 2021. Earlier, the government used to give subsidy facilities to install solar power to industries. Now, the government has stopped those facilities. It takes ten to fifteen days to install the solar plant but, takes 90 to 100 days to get clearance and approval from MESCOM. Considering the near future potential for solar energy in Karnataka, there are 650 small-scale rice mills, which may harness solar energy effectively to run the mills. Below given are a few advantages and disadvantages of Solar energy.

Image 1: Showing the Photovoltaic cells being installed on the roof of JRM to harness Solar Energy.

Image 2. Showing the 999 Brand being produced in the JRM

Advantages of Solar Energy

1. Uninterrupted power supply and no fluctuation in the voltage.
2. With constant and continuous power supply, machinery life is enhanced.
3. Sustainable energy is eco-friendly.
4. With the use of solar energy, the quality of rice is good.
5. With solar energy, 70 to 80% of pollution inside the rice mill is reduced.
6. The problem of power cuts and voltage fluctuation is reduced drastically after solar installation.

Disadvantages of Solar Energy

1. Solar panels have to be maintained. Need to clean the dust deposited on the panels for every fifteen days.
2. Power generation will be 70% during the rainy season. In a year, power generation will be in full for 200 days.
3. Need to invest in high-quality cables which cost extra, especially in the rice mill, due to the problem of rat bite of cables. The advantages weigh more than the drawbacks of solar energy.

Details about Solar Energy in JRM

SN.	Particulars	Details (per day)
1	Total assured power generation from Orb Energy during peak period (200 days)	640 units
2	The actual power generated in the peak period	600 to 650 units
3	Power used to run the Rice Mill (per day)	750 units per day
4	Average Power generated in a day	640 units
5	The average number of days the Rice mill will run	25 days in a month
6	Available roof for Solar energy generation.	30000 Sq. feet
7	Installed Solar energy capacity	15000 sq feet
8	Electricity bill before the installation of Solar Panels	2.5 lakh
9	Electricity bill after installation of Solar Panels	1.15 lakh

Source: Industry internal records

Key facts about the JRM and its Costing

SN.	Particulars	Details (per day)
1	Name of the Rice Industry	Jayadeva Rice Mill, Shankarmutt Road, Shivamogga, Karnataka.
2	Size of the Rice Mill	Small Scale Industry
3	Power used to run the Rice Mill (per day)	750 units per day
4	The average number of days the Rice mill will run	25 days in a month and 200 days in a Year.
5	Date of commissioning the solar plant	16/07/2018
6	Average Power generated in a day	600 to 650 units
7	The commercial price charged by MESCOM	Rupees 8.15
8	Revers unit charge from MECOM (Supply of energy to Grid)	Rupees 5.67
9	Excess power supplied to Grid (Average)	250 to 300 units a day
10	Investment in Solar Energy Generation	1.05 Crore
11	Break-even period	5 years (2021)
12	Name of the company which installed the solar Energy	Orb Energy
13	AMC (Annual Maintenance Charges) & outsourced Company.	Orb Energy maintains the unit once a year and the charge is minimal.
14	Time consumed by Orb in commission the Solar unit.	15 days
15	Excess power supplied to Grid (Average)	250 to 300 a day

Source: Industry internal records

Conclusion

The case study of Jayadeva Rice Mill (JRM) demonstrates the successful adoption of solar energy to overcome challenges like power cuts, high electricity costs, and voltage fluctuations. By investing ₹1.05 crore in a solar plant, JRM achieved energy self-sufficiency, reduced operational costs, and improved rice quality. The mill now generates 600–650 units daily, cutting electricity bills by over 50% and even supplying excess power to the grid. Despite minor drawbacks like seasonal variability and maintenance needs, solar energy proved economically viable, with JRM recovering its investment in five years. This case highlights the potential for Karnataka's 650 small-scale rice mills to transition to sustainable solar power, ensuring operational efficiency and environmental benefits. Government support in streamlining approvals could further accelerate such green initiatives.

Teaching Notes

Synopsis

Jaydeva Rice Mill (JRM), a small-scale rice mill in Shivamogga, Karnataka, was facing an energy crisis to run the rice mill on a day-to-day basis and faced high electricity costs and operational inefficiencies due to unreliable grid power. To overcome this, it invested ₹1.05 crore in a solar plant, generating 600–650 units/day, reducing electricity bills by over 50%, and supplying excess power to the grid. The investment was recovered in five years, proving solar energy as a viable solution for Small Scale Industrial units (SSIs).

Learning Objectives

Below are the learning objectives which will help in addressing the case study.

- Understand challenges in traditional energy dependence for SSIs.
- Evaluate the financial and operational benefits of solar energy adoption.
- Analyze the government's role in promoting renewable energy for SMEs.
- Assess long-term sustainability vs. short-term investment risks.

Keywords

Rice Industry, Small Scale Industries, Sustainable energy, Operational Cost reduction, Operational efficiency & Green initiative, Solar power adoption, Energy Self-Sufficiency, Government Subsidies & Policies.

Organizational Context

The Case Study Analysis **"Harnessing Solar Energy in Small Scale Industry with special reference to Jayadeva Rice Mill (JRM), Shivamogga - 577201, Karnataka"** The rice industry comes under a Small-scale industry. A small-scale rice mill producing boiled rice under the brand name '999'. This mill is located in the Southern part of Karnataka namely Shivamogga City, which is also known as the rice bowl of Karnataka. This Rice mill operates for about 200 days in a year consuming an average power unit per day of 700 to 750. This company started harnessing solar energy in the year 2021 by installing solar panels from the ORB company on the roof of its godowns of about 15,000 sq. ft. (out of 30,000 sq. ft. available).

Specific Area of Interest

This case throws light on harnessing the solar energy initiative taken by the small-scale industries like; Jayadeva rice mill in the tier two cities of Karnataka. The rice mill has assessed its Cost-Benefit Analysis (Financial viability of solar energy investment). Considering the Operational Efficiency (Impact of solar energy on production, quality, and machinery life).

Specific Problem or Decision

Usually, in tier-two cities like Shivamogga, a small-scale industry like Jayadeva Rice Mill confronts a few challenges like; marketing, infrastructure, water, and Power outages. One of the major challenges to any small-scale industry is the uninterrupted supply of power. The Challenges Before Solar Installation were Frequent power cuts and voltage fluctuations, High electricity costs (₹8.15/unit from MESCOM), and Reduced machinery lifespan and rice quality. Keeping in view these challenges the Rice mill decided to Invest ₹1.05 crore in solar energy to ensure uninterrupted, cost-effective, and sustainable power.

Alternatives Considered

The Jayadeva Rice mill makes special efforts to produce quality raw rice under the brand name 999 and may make use of the MESCOM (Mangalore Electricity Supply Company Limited) power supply to run the mill with Grid Power, which has High operational costs and unreliable supply. It may make use of Diesel Generators which are Expensive fuel costs and higher pollution. Another alternative is of Partial Solar Adoption Hybrid model (solar and grid), but less cost-effective.

Target Audience

The Case 'Harnessing the Solar Energy in Rice Industry' with specific reference to Jayadeva Rice Mill, Shivamogga, Karnataka is helpful to Management Students in assessing industries like Small scale units in the areas of Operations, Sustainability, and Energy Management. It might also be of help to Engineering graduates in understanding Renewable Energy and Industrial Management. And Policy Makers & Industry Analysts in Energy Transition and its optimal usage in SMEs.

Discussion Questions

1. Discuss the key issues from the Case JRM.

Power Reliability, Frequent cuts, and voltage fluctuations affected production. High Operational Costs: Electricity bills were a major expense (₹2.5 lakh/month). Machinery & Quality Impact: Unstable power reduced equipment lifespan and rice quality. Investment Risk, High upfront cost (₹1.05 crore) with loan dependency.

2. Do you agree with the decision of JRM to install solar power? Examine the Strategic move of JRM to install Solar Energy.

Yes, strategic benefits include Cost Savings: Reduced electricity bills by 50%. Energy Independence: No reliance on erratic grid supply. Sustainability: Lower carbon footprint and pollution. Additional Revenue, Selling excess power to MESCOM (₹5.67/unit). Challenges, High initial cost, seasonal variability, and maintenance needs.

3. What should the government do to encourage SSIs in Karnataka to harness Solar energy?

The state government may reintroduce Subsidies and financial incentives for solar adoption. Faster Approvals have to be granted in order to reduce MESCOM clearance time (currently 90–100 days). Low-Interest Loan facilities to SSIs, the government may Partner with banks for easier financing. Awareness Programs from the government to educate SSIs on long-term benefits.

4. Do you agree with the decision of JRM to invest 1.05 crore in Solar energy?

Yes, justified because of ROI in 5 years, the outstanding Loan amount was repaid in full by 2021. Long-term savings, the decision of harnessing solar energy will reduce electricity costs permanently. Improved productivity facilitates uninterrupted operations and better rice quality. Alternative View Risk if solar efficiency drops or policy changes (subsidy removal).

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Role of emotional intelligence on leadership and team performance

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ABSTRACT

This study evaluates the impact of Emotional Intelligence (EI) on leadership effectiveness and team productivity in an organizational context within Skot India Pvt Ltd. The purpose of the study is to examine the impact of certain EI attributes—self-awareness, self-regulation, motivation, empathy, social skills—on the achievement of the team with leadership acting as a moderator.

A quantitative approach was adopted and primary data was obtained from 132 middle-level managers through a structured questionnaire. Data was analyzed using SPSS Version 23 with Cronbach's Alpha, Mann-Whitney U test, Kruskal-Wallis test, Wilcoxon signed-rank test, and Pearson correlation. The findings indicated that there was a strong and statistically significant relationship between EI components and team performance. In addition to this, empathy and social skills proved to be the most dominating factors. There were no significant differences among respondents of different genders or ages, suggesting that EI is uniformly distributed among individuals. Integrating EI into programs designed to enhance organizational productivity as well as into leadership programs is essential. This should target improvement of collaboration, adaptability, flexibility, and effectiveness of all levels of leadership.

This research adds to the existing literature on behavioral leadership by supporting the importance of emotional intelligence as an integral tool in leadership.

Organizational Context

SKOT India Pvt Ltd is a manufacturer and exporter located in Chennai which is part of the food processing industry. They provide services to over 55 countries by supplying them with premium grade fruit purees and concentrates. Besides industry-grade technology and eco- friendly construction, SKOT operates with a zero-waste goal. Their quality assurance measures are enabled using cutting edge technology. The growth of the firm has forced a restructuring in their industrial and competitive strategy to manage leadership and teamwork dynamics.

The firm has a multi-functional structure with employees qualified in their respective professions. They maintain a balance between new recruits and seasoned employees. As a result, a primary focus of the firm became integrating junior and senior leaders while enhancing the dynamics across teams.

Specific Area of Interest

The focus of this case is to examine the impact of Emotional Intelligence (EI), defined as a non-cognitive function of self-awareness, self-regulation, motivation, empathy, and social skills to leadership behavior and team performance. SKOT India's multi demographic workforce provides an excellent setting to observe behavioral interactions.

The focus of this case study is to show the correlation with a theory on Emotional Intelligence and leadership effectiveness and how it relates to performance and cohesiveness of teams in a rapidly changing industrial environment.

Specific Problem or Decision

Even after putting in place technical and operational training activities, SKOT India noted disparity in team performance across functions. Certain departments showed a high level of cohesion and productivity whilst others experienced constant strife, low engagement and poor financial results.Based on the internal discussion, the management team perceived that there could be some variation in leadership approaches and some affecting gaps in the emotional intelligence of the company. So, they concluded with the point: Should SKOT India follow traditional training methodology to enhance the skills of the employees? Or they should include components of Emotional Intelligence to enhance leadership and team performance?

Alternatives

- Maintain Current Practices: Continue with existing leadership development focused on technical and managerial competencies.
- Introduce General Soft Skills Training: Provide workshops on communication and conflict resolution without specific focus on EI.
- Implement EI-Focused Leadership Programs: Introduce structured training on EI components with tools to assess, develop, and apply emotional intelligence in leadership contexts.
- Mentoring and Peer Coaching: Leverage experienced leaders with high EI to mentor junior managers, emphasizing experiential learning over formal programs.

1. INTRODUCTION

Emotional Intelligence has become one of the essential elements in today's work place era to build leadership and team performance. It not only helps to understand the emotions of one's own self but also the emotions of others (employees) in the work environment. The employees and managers with strong EI are able to build trust, empathy, resolving conflicts and working together in order to achieve a common and targeted goal. In this study, we are

going to understand how emotional intelligence affects leadership and team performance at Skot India Pvt. Ltd., a food processing brand.

2. REVIEW OF LITERATURE

This area explores how emotional intelligence has been split into five components such as self-awareness, self-regulation, motivation, empathy, and social skills which plays a pivotal role in understanding leadership and improving the team performance. It involves both theoretical and practical research to understand how these traits of EI influence the way leaders think, respond, and lead in the workplace situations.

2.1 Self-Awareness

Self-awareness is about understanding one's own emotions and responding to it whether positively or negatively. Daniel Goleman (2021) says that the foundation of emotional intelligence helps the leaders to recognize their strengths and weaknesses and areas for improvement. This helps in building confidence, trust and expectations of one's own self. Harvard Professional Development (2022), says that being aware of your emotions makes it easier to manage themselves and interact well with others. The Institute of Chartered Accountants in England and Wales (2023) adds that self-awareness can even boost decision-making, as it helps people get to the root of their emotions. Beech et al. (2024) found that self-aware leaders are more tuned in to how their actions affect the team, which naturally leads to clearer communication and better collaboration. Goleman (2025) emphasizes that reflection and feedback help leaders grow—making self-awareness a lifelong leadership skill.

2.2 Self-Regulation

Self-regulation is the ability to keep your emotions in check, especially in stressful situations. Goleman (2021) describes it as a leader's capacity to manage impulses and maintain integrity. PositivePsychology.com (2022) points out that staying calm under pressure helps create a more stable work environment. Verywell Health (2023) explains that self- regulation involves choosing your actions carefully, aligning with long-term goals rather than short-term reactions. Beech et al. (2024) note that leaders who regulate themselves help foster a peaceful, consistent team dynamic, which reduces conflict and boosts performance. Goleman (2025) also argues that in today's rapidly changing workplaces, being able to pause, think, and respond thoughtfully is more important than ever.

2.3 Motivation

Motivation, as Goleman (2021) puts it, is that inner spark—the drive to achieve not just for rewards like money or fame, but because you genuinely love what you do. It's this passion that keeps leaders moving forward, especially when things get tough. ResearchGate (2022) backs this up, pointing out that a strong inner desire to succeed is one of the key traits that make leaders truly effective. In fact, studies like Frontiers in Psychology (2023) found that emotionally intelligent people were able to stay motivated even during hard times like the COVID-19 pandemic. Beech et al. (2024) also note that when leaders are deeply motivated, they pass on that energy to their teams—lifting spirits and boosting performance. More recently, Goleman (2025) emphasized that this kind of motivation is crucial for leaders, especially when they face setbacks. It's what helps them bounce back and keep pushing forward.

2.4 Empathy

Empathy is the ability to truly understand one's own feeling as well as the feelings and emotions of others. Goleman calls it as an iconic skill for building healthy and meaningful relationships. ResearchGate (2022) says empathy means putting yourself in someone else's shoes, which improves communication and trust. Cognitivus (2023) notes that while emotional intelligence includes managing your own feelings, empathy focuses on sensing others' emotions. The Times (2024) adds a hopeful note—empathy isn't just natural, it can be learned and strengthened with the right approach. Goleman (2025) explains that empathy is especially important in diverse teams, helping leaders create inclusive spaces where everyone feels valued and understood.

2.5 Social Skills

Strong social skills are what allow leaders to build relationships, manage team dynamics, and guide people effectively. Goleman (2021) describes them as a leader's ability to influence and connect with others. SkillsYouNeed (2022) breaks this down into communication, collaboration, persuasion, and conflict resolution—all essential for managing people and leading change. The Institute of Chartered Accountants in England and Wales (2023) adds that guiding people toward common goals often comes down to strong interpersonal skills. Beech et al. (2024) observe that leaders who are socially skilled can better read the room, adapt, and maintain a positive team atmosphere. Goleman (2025) also points out that adaptability in relationships is key, especially in modern organizations where teamwork and networking matter more than ever.

2.6 Leadership

Leadership today is about much more than just having authority—it's about emotional intelligence. As Yukl (2021) explains, qualities like empathy and self-awareness help leaders connect with others, inspire their teams, and guide them effectively. Côté (2022) adds that leaders with strong emotional intelligence create safe, supportive environments where people feel valued—this leads to better teamwork and higher morale. A large study by Harms and Credé (2023) backs this up, showing that emotional intelligence is a strong predictor of leadership success, especially for transformational leaders who motivate and uplift their teams. Beech et al. (2024) also point out that emotionally intelligent leaders are better at resolving conflicts, managing team dynamics, and building trust. Goleman (2025) wraps it up perfectly by saying that in today's fast-changing work world, emotional intelligence isn't just a nice-to-have—it's absolutely essential for great leadership.

2.7 Team Performance

Team performance isn't just about hitting targets—it's also about how well people work together and stay connected. According to Salas et al. (2021), real team success means reaching goals and keeping strong collaboration and satisfaction among members. Kozlowski and Ilgen (2022) explain that team performance has two parts: taskwork, which is all about getting things done, and teamwork, which is about how people interact and support each other. Emotional intelligence plays a big role in both. Mathieu et al. (2023) found that when team members share a common understanding and believe in each other— both tied to emotionally intelligent behavior—it leads to better results. Beech et al. (2024) add that teams led by emotionally intelligent leaders tend to be more united, flexible, and open in communication. And as Goleman (2025) puts it, in today's global and often virtual workplaces, emotional intelligence is the glue that keeps high-performing teams strong and connected.

3. RESEARCH METHODOLOGY

This study uses a descriptive research design to better understand how different aspects of emotional intelligence—like self-awareness, self-regulation, motivation, empathy, and social skills—influence leadership and team performance. To keep things focused and data-driven, a quantitative approach was chosen. Data was gathered by sharing a structured questionnaire with 132 middle-level managers at Skot India Pvt. Ltd. Due to practical limitations like time and accessibility, the study used non- probability convenience sampling meaning participants were selected based on their availability and willingness to respond. The study followed a cross-sectional survey design, which means all data was collected at one specific point in time. This helped capture a snapshot of how emotional intelligence relates to leadership and team performance in the current workplace setting. The research used a combination of primary and secondary data. Primary data was collected through Google Forms, where respondents answered a standardized questionnaire using Likert-scale items (ranging from strongly agree to strongly disagree). To strengthen the study's foundation, secondary data was also reviewed from journal articles, academic publications, and trusted websites all helping to build the conceptual framework and support the findings. The questionnaire was divided into sections to assess each construct and was carefully developed to ensure content validity.

Reliability analysis was conducted using Cronbach's Alpha, and all constructs reported values exceeding 0.85, confirming high internal consistency. Statistical analysis was carried out using SPSS Version 23 and Microsoft Excel, employing tools such as percentage analysis, Mann- Whitney U Test, Kruskal-Wallis H Test, Wilcoxon Signed-Rank Test, and correlation analysis to test the hypotheses and interpret the data. This methodological framework provides a robust foundation for understanding how emotional intelligence influences leadership effectiveness and team performance within an organizational context

4. TOOLS USED FOR DATA ANALYSIS

4.1 MANN WHITNEY/U – TEST

Null Hypothesis (H0): There is no significant difference among male and female employees with regard to Role of Emotional Intelligence in Leadership and Team Performance.

Alternate Hypothesis (H1): There is significant difference among male and female employees with regard to Role of Emotional Intelligence In Leadership and Team Performance.

Ranks

GENDER		N	Mean Rank	Sum of Ranks
SELF_AWARENESS	Male	60	66.03	3962.00
	Female	72	66.89	4816.00
	Total	132		
SELF_REGULATION	Male	60	64.48	3869.00
	Female	72	68.18	4909.00
	Total	132		
MOTIVATION	Male	60	63.38	3803.00
	Female	72	69.10	4975.00
	Total	132		
EMPATHY	Male	60	63.45	3807.00
	Female	72	69.04	4971.00
	Total	132		
SOCIAL_SKILLS	Male	60	65.67	3940.00
	Female	72	67.19	4838.00
	Total	132		
LEADERSHIP	Male	60	62.11	3726.50
	Female	72	70.16	5051.50
	Total	132		
TEAM_PERFORMANCE	Male	60	64.08	3845.00
	Female	72	68.51	4933.00
	Total	132		

Mann-	SELF_AWARENESS	SELF_REGULATION	MOTIVA-TION	EMPATHY	SOCIAL_SKILLS	LEADERSHIP	TEAM_PERFORMANCE
	2132.000	2039.000	1973.000	1977.000	2110.000	1896.50	2015.000
Whitney U						0	
Wilcoxon W	3962.000	3869.000	3803.000	3803.000	3940.000	3726.500	3845.000
Z	-.129	-.557	-.860	-.840	-.230	-1.212	-.666
Asymp. Sig.	.897	.577	.390	.401	.818	.226	.505
(2-tailed)							

Test Statisticsa

a. Grouping Variable: GENDER

INFERENCE:

Since p-value is greater than 0.05, accept null hypothesis (H0). There is no significant difference among male and female employees with regard to regard to Role Of Emotional Intelligence In Leadership And Team Performance.

4.2 KRUSKAL WALLIS/H – TEST

NULL HYPOTHESIS (H0): There is no significant difference among male and female employees with regard to Role Of Emotional Intelligence In Leadership And Team Performance.

ALTERNATE HYPOTHESIS (H1): There is significant difference among male and female employees with regard to Role Of Emotional Intelligence In Leadership And Team Performance.

Ranks

GENDER		N	Mean Rank	Sum of Ranks
SELF_AWARENESS	Male	60	66.03	3962.00
	Female	72	66.89	4816.00
	Total	132		
SELF_REGULATION	Male	60	64.48	3869.00
	Female	72	68.18	4909.00
	Total	132		
MOTIVATION	Male	60	63.38	3803.00
	Female	72	69.10	4975.00
	Total	132		
EMPATHY	Male	60	63.45	3807.00
	Female	72	69.04	4971.00
	Total	132		
SOCIAL_SKILLS	Male	60	65.67	3940.00
	Female	72	67.19	4838.00
	Total	132		
LEADERSHIP	Male	60	62.11	3726.50
	Female	72	70.16	5051.50
	Total	132		
TEAM_PERFORMANCE	Male	60	64.08	3845.00
	Female	72	68.51	4933.00
	Total	132		

Mann-	SELF_AWARENESS	SELF_REGULATION	MOTIVATION	EMPATHY	SOCIAL_SKILLS	LEADERSHIP	TEAM_PERFORMANCE
	2132.000	2039.000	1973.000	1977.000	2110.000	1896.50	2015.000
Whitney U						0	
Wilcoxon W	3962.000	3869.000	3803.000	3803.000	3940.000	3726.500	3845.000
Z	-.129	-.557	-.860	-.840	-.230	-1.212	-.666
Asymp. Sig.	.897	.577	.390	.401	.818	.226	.505
(2-tailed)							

Test Statisticsa

a. Grouping Variable: GENDER

INFERENCE:

Since p-value is greater than 0.05, accept null hypothesis (H0). There is no significant difference among male and female employees with regard to regard to Role Of Emotional Intelligence In Leadership And Team Performance.

4.3 WILCOXON SIGNED RANK TEST

Null Hypothesis (H0): There is no significant difference between Impact on Leadership and Team Performance at Skot India Pvt Ltd.

Alternate Hypothesis (H1): There is significant difference between Impact on Leadership and Team Performance at Skot India Pvt Ltd.

Ranks

		N	Mean Rank	Sum of Ranks
TEAM_PERFORMANCE - LEADERSHIP	Negative Ranks	65[a]	54.22	3524.50
	Positive Ranks	35[b]	43.59	1525.50
	Ties	32[c]		
	Total	132		

a. TEAM PERFORMANCE < LEADERSHIP

b. TEAM PERFORMANCE > LEADERSHIP

c. TEAM PERFORMANCE = LEADERSHIP

Test Statistics[a]

	TEAM_PERFORM ANCE - LEADERSHIP
Z	-3.465[b]
Asymp. Sig. (2-tailed)	.001

a. Wilcoxon Signed Ranks Test

b. Based on positive ranks.

INFERENCE:

Since p-value is lesser than 0.05, reject null hypothesis (H0). There is significant difference between Impact on Leadership and Team Performance at Skot India Pvt Ltd.

4.4 CORRELATION

Null Hypothesis (H0): There is no relationship between the elements of Emotional Intelligence and the Team Performance at Skot India Pvt Ltd.

Alternate Hypothesis (H1): There is relationship between the elements of Emotional Intelligence and the Team Performance at Skot India Pvt Ltd.

INFERENCE

GENDER		Mean Rank						
SELF_AWARENESS	Pearson Correlation	1	.752**	.673**	.557**	.486**	.484**	.546**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	132	132	132	132	132	132	132
SELF_REGULATION	Pearson Correlation	.752**	1	.712**	.568**	.468**	.495**	.553**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	132	1 32	132	132	132	132	132
MOTIVATION	Pearson Correlation	.673**	.712**	1	.693**	.698**	.663**	.738**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	132	132	132	132	132	132	132
EMPATHY	Pearson Correlation	.557**	.568**	.693**	1	.679**	.655**	.871**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	132	1 32	132	132	132	132	132
SOCIAL_SKILLS	Pearson Correlation	.486**	.468**	.698**	.679**	1	.707**	.916**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	132	132	132	132	132	132	132
LEADERSHIP	Pearson Correlation	.484**	.495**	.663**	.655**	.707**	1	.742**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	132	1 32	132	132	132	132	132
TEAM PERFORMANCE	Pearson Correlation	.546**	.553**	.738**	.871**	.916**	.742**	0
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	132	132	132	132	132	132	132

There is a strong and statistically significant positive relationship among all the variables.

- Self-Awareness is strongly correlated with Self-Regulation (r = .752), Motivation (r = .673), and moderately with Leadership (r = .484) and Team Performance (r = .546).
- Self-Regulation shows a strong positive relationship with Motivation (r =.712) and moderate correlation with Leadership (r = .495) and Team Performance (r = .553).
- Motivation is strongly related to Leadership (r = .663) and Team Performance (r =.738).
- Empathy and Social Skills exhibit very strong correlations with Team Performance (r = .871 and r = .916 respectively) and Leadership (r = .655 and r = .707 respectively).
- Leadership has a strong positive correlation with Team Performance (r = .742), indicating that better leadership is associated with higher team performance.

Overall, the analysis suggests that higher levels of emotional intelligence traits significantly contribute to better leadership and improved team performance.

5. DISCUSSION

The study found that all five components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skills—are positively and significantly linked to how well teams perform. Among these, social skills (0.916) and empathy (0.871) stood out the most. This means that leaders who are good at managing relationships and truly understanding their team members tend to lead more successful teams.

Motivation also showed a strong connection with team performance (0.738), suggesting that leaders who are passionate and goal-driven help bring out the best in their teams. Interestingly, when looking at gender and age, there were no major differences in emotional intelligence levels. This suggests that EI isn't tied to a person's age or gender—it's a quality anyone can develop. However, one surprising insight came from the Wilcoxon test, which showed a gap between how leaders perceive their effectiveness and the actual outcomes seen in team performance. In other words, some leaders rated themselves highly, but their teams didn't always perform at the same level highlighting a mismatch that organizations should be aware of.

Overall, the findings make one thing clear: emotional intelligence matters. Today's most effective leaders aren't just skilled at planning and decision-making they also connect with people, inspire them, and build strong, collaborative teams. For companies like Skot India Pvt. Ltd., this means that EI should be a key focus in recruitment, leadership training, and performance evaluations.

6. CONCLUSION

This study clearly shows that emotional intelligence is a key ingredient for effective leadership and high-performing teams. Leaders who are emotionally intelligent — especially those who show empathy and have strong social skills—are much better at creating teams that are productive, cooperative, and even innovative. Among all the EI Components, empathy and social skills stood out as the most impactful, highlighting how crucial it is for leaders to genuinely connect with others and manage relationships well.It's not just about a leader's knowledge or strategies—it's also about how they relate to their team on an emotional level. In short, if an organization wants to succeed in the long run, growing emotionally intelligent leaders should be at the top of the list.

That said, while leadership plays a big role in how EI influences team performance, the mismatch between how leaders are rated and how teams actually perform suggests that regular feedback and leadership coaching are still essential. Companies like Skot India Pvt Ltd—and others facing similar challenges—should consider including emotional intelligence assessments in their hiring, training, and leadership development programs. This would help them build teams that can adapt, thrive, and lead through today's fast- changing business environment.

TEACHING NOTES

1. Synopsis

This case study tells us how the five components of Emotional Intelligence (EI) such as self- awareness, self-regulation, motivation, empathy, and social skills affect leadership and team performance in an organizational context. The case is set in SKOT India Pvt Ltd, a Chennai- based manufacturer and exporter of fruit purees and concentrates.

The research involves a survey of 132 middle-level managers using a structured questionnaire. Statistical analysis methods such as correlation, Mann-Whitney U Test, Kruskal-Wallis Test, Wilcoxon Signed-Rank Test, and Cronbach's Alpha are employed.

Findings reveal a strong positive relationship between Emotional Intelligence and both leadership and team performance, especially for social skills and empathy. However, there is a notable gap in how leadership effectiveness translates to actual team outcomes, calling for enhanced EI-based leadership development strategies.

2. Keywords

Emotional Intelligence, Leadership, Team Performance, Organizational Behavior, Social Skills, Empathy, Human Resource Development, Behavioral Psychology, Food Processing Industry, India

3. Target Audience

- MBA students (2nd year – HR/OB specialization)
- Executive MBA programs focused on leadership and team management
- Leadership development trainers
- Organizational psychologists
- HR professionals and learning & development managers

4. Learning Objectives

By engaging with this case, students or trainees will be able to:

- Understand the five key components of Emotional Intelligence as defined by Daniel Goleman.
- Evaluate the impact of Emotional Intelligence on leadership behavior and effectiveness.
- Analyze how leadership mediates the relationship between emotional traits and team productivity.
- Identify the specific EI dimensions (social skills and empathy) that most influence team performance.
- Examine statistical data and apply non-parametric tests in behavioral research.
- Discuss how demographic factors like age, gender, and experience relate (or do not) to EI and leadership.
- Design or suggest EI-based training and development interventions.
- Reflect on the challenges in aligning perceived leadership quality with actual team results.

5. Discussion Questions

a. Conceptual Questions:

- What is Emotional Intelligence? How do each of its five components contribute to leadership?
- Why is EI considered more important than IQ in leadership roles?

b. Analytical Questions:

- How does Emotional Intelligence influence team dynamics, based on the findings of this case?
- Why might there be a gap between perceived leadership strength and actual team performance?

c. Data Interpretation Questions:

- From the correlation analysis, which EI components showed the highest influence on team performance?
- How do the statistical tests (e.g., Mann-Whitney, Kruskal-Wallis) help in interpreting demographic influences on EI?

d. Application/Strategy Questions:

- What kind of training programs would you propose for SKOT India based on this case?
- How can organizations integrate emotional intelligence into leadership selection and appraisal systems?

e. Critical Thinking:

- Can Emotional Intelligence be taught or is it an inherent trait? Support your answer with research-backed arguments.
- Should organizations prioritize hiring emotionally intelligent leaders over technically skilled ones? Why or why not?

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A Tale of Two Airlines: Assessing Operational Effectiveness in IndiGo and Air India

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Background

IndiGo and Air India are two of the supreme airlines in India, signifying contrasting business models and operating tactics. IndiGo, established in 2006, functions as a low-cost carrier known for its efficiency, reliability, and consistent fleet aircraft, which helps reduce maintenance costs and turnaround time. It leads the domestic market with more than 60% share, highlighting operative simplicity and productivity. In contrast, Air India, established in1932 and lately acquired by the Tata Group in 2022, is a full-service carrier with a heritage of international operations. Historically loaded with inefficiencies and monetary losses, Air India is now experiencing a major transformation focused on fleet modernization, service advancement, and operational restructuring to recover its position as a prominent global airline.

Company Overview

Aspect	IndiGo	Air India
Founded	2006	1932 (as Tata Airlines); nationalized in 1953
Ownership	InterGlobe Aviation Ltd.	Tata Group (since 2022)
Business Model	Low-cost carrier (LCC)	Full-service carrier (FSC)
Market Share	Over 60% of India's domestic market	Significant international Presence
Fleet Size	Over 300 aircraft (primarily Airbus A320 family)	Mixed fleet including Boeing and Airbus aircraft

IndiGo: Operational Excellence

IndiGo's growth and dominance in the Indian aviation segment is largely recognized due to its steady focus on operational efficiency. Key strategies include:

- **Fleet Standardization:** Operating a single aircraft type (Airbus A320 family) simplifies maintenance, training, and operations, leading to cost savings and streamlined processes.(Wikipedia)
- **Quick Turnaround Times:** Achieving turnaround times as low as 20 minutes allows for higher aircraft utilization, enabling more flights per day and maximizing revenue potential.
- **Cost Control Measures:** Bulk purchasing of aircraft and parts, efficient fuel management, and lean staffing models contribute to reduced operational costs.
- **Profitability:** These efficiencies have enabled IndiGo to remain consistently profitable in a challenging industry landscape.(LinkedIn)

Air India: Transformation Journey

Air India, once suffered by inefficiencies and monetary losses, is experiencing a noteworthy renovation under the Tata Group's ownership. Air India's efforts to augment operational efficiency include:(Financial Times)

- **Fleet Modernization:** Placing orders for 470 new aircraft, including 70 wide-body jets, to replace an aging fleet and improve fuel efficiency and reliability.(Reuters)
- **Operational Overhaul:** Implementing new scheduling systems, maintenance protocols, and customer service enhancements to reduce delays and improve the passenger experience.
- **Financial Restructuring:** Investing in cost-cutting measures and exploring new revenue streams to reduce losses and move towards profitability.
- **Brand Revitalization:** Rebranding efforts aim to restore Air India's image as a premium carrier, attracting both domestic and international travelers.

Comparative Insights

Aspect	IndiGo	Air India
Operational Model	Focused on simplicity and efficiency	Transitioning from legacy systems to modern practices
Fleet Strategy	Uniform fleet for streamlined operations	Diversified fleet undergoing modernization
Turnaround Time	Approximately 20 minutes	Historically longer; efforts underway to reduce
Profitability	Consistently profitable	Working towards financial stability
Customer Experience	Emphasis on punctuality and affordability	Enhancing service quality and brand perception

Key Takeaways for Management Students

- **Operational Efficiency as a Competitive Advantage:** IndiGo's streamlined operations demonstrate how efficiency can lead to market leadership in cost-sensitive industries. (Product Monk)
- **Importance of Adaptability:** Air India's ongoing transformation highlights the need for legacy organizations to adapt to changing market dynamics and consumer expectations. (Reuters)
- **Strategic Investment in Assets:** Both airlines show that thoughtful investment in fleet and technology is crucial for long-term sustainability and growth.
- **Customer-Centric Approaches:** Enhancing the customer experience is vital for brand loyalty and competitive differentiation.

This reasonable study highlights the implication of operational efficiency in the aviation industry and offers valuable lessons in strategic administration and structural transformation.

Teaching Notes

Synopsys- The Indian aviation sector has grown rapidly due to rising passenger demand, privatization, and competition. Indigo, a low-cost carrier founded in 2006, has gained market leadership through operational efficiency and cost control. Air India, a legacy full-service airline, is currently undergoing transformation under the Tata Group's ownership. The two airlines represent contrasting business models and operational strategies. This case study compares their approaches to efficiency, fleet management, and service delivery. It offers insights into best practices and challenges in the evolving aviation industry.

Keywords

Indigo Airlines, Air India Airlines, operational efficiency

Target Audience

The case in meant for Management students specifically BBA, MBA & PGDM students. The case will teach students how airlines work hard to maintain the efficiency of the airline in order to earn good margin and maintain the Goodwill.

Learning Objectives-

1. To study the operating models of IndiGo and Air India.
2. To compare their strategies in fleet management, turnaround time, cost control, and service quality.
3. To evaluate the impact of these strategies on overall efficiency and market performance.
4. To derive key management lessons applicable to the broader service industry.

Discussion Questions

1. How do the differing business models of IndiGo and Air India shape their operational strategies and competitive positioning in the Indian aviation market?
2. What role does operational efficiency—such as fleet standardization and turnaround time—play in IndiGo's consistent profitability and market leadership?
3. What challenges does Air India face in its transformation journey, and how can fleet modernization and operational restructuring contribute to its revival?
4. How can Air India balance modernizing its operations while maintaining its legacy brand identity and improving customer perception?
5. What financial and strategic investments are essential for ensuring long-term sustainability and profitability in the airline industry?
6. In what ways can customer experience and service quality serve as differentiators for

both low-cost and full-service carriers in a competitive market?

7. What lessons can management students learn from IndiGo's operational model and Air India's transformation efforts that are applicable across other industries?
8. How can legacy organizations effectively adapt to changing market dynamics without losing sight of their core values and competitive advantages?

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Navigating Workforce Well-being and AI Adoption: The Strategic Dilemma at MedTech Diagnostics

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Organizational Context

The case is about MedTech Diagnostic which deals into healthcare technology and a mid-sized company which stems its root in Pune, India. Its root was sown in 2005 and since then it has grown big and has been major player in medial diagnostic industry coupled with imaging sector. Medtech Diagnostic is not only limited to India rather it has spread its wings in Southeast Asia. The motto behind the foundation of organisation is help people with a brand which assures precise, low cost and all-time high availability in diagnostic industry which can help patient to get reliable solution and therefore acts into growth of the company.

Medtech service strength lies at the healthcare service deliveries and updating the firm with latest technologies available at diagnostic industry which adds up radiography, molecular diagnostics, pathology etc. Medtech boasts of its 3,000 reliable staff and around 150 diagnostic centres which helps in service of millions of patients every year. MedTech has been appraised of its various qualities such as helping lakhs of patient every year. To help this patient MedTech has been synonymous with dedications towards precession of medical tests, fast completion times and online tools integrated into all its services

Currently, MedTech has shifted itself on updating its technology and tries to excel in latest technologies such as integrating artificial intelligence into various diagnostic workflows. For achieving this idea Medtech has been keenly working on collaborations with new but prominent technology startups and institutions of academic repute so that they may help them to work on AI powered solutions for clinical assessments particularly imaging, anomaly identifications and support predictive diagnostic. To use this technology various testing on AI models is currently going on so to test and finally implement

Medtech aspiration of adopting AI and integrating into diagnostic go hand in hand with global trends. The number seems to be impressive at diagnostic testing sector evaluation of around 211 billion in the year 2023 and expected growth in 2033 is closed to USD 450 billion with a compound annual growth rate (CAGR) of 7.9% as per Market Research Future report of 2023.

Parallelly, the AI collaborated diagnostic nice business area is growing and this is supported by patient needs of rapid, accurate and nature of low cost predicts as per Grand view research of 2023 that AI diagnostics will cross market of USD 5 billion by end of 2030 (Precedence Research, 2024). This gives strength to MedTech idea of propelling digital revolution.

The strength of MedTech Diagnostic also lies into its robust organisational culture and commitment towards its employee and their welfare. Constant idea of working on employee focussed programs which comes from various arrays of mental wellness, employee involvement and engagement, preparing them for surviving into hybrid working environment. This obviously has led satisfaction among employees which has further increased their retention in organisation. While designing there human resource policies MedTech focus is on psychological safety , communication , and growth into their professional area which helps growth of both employees and company as well.

The ideas of working on technological upgradation and prioritising employee welfare makes MedTech a different organisation from others. In upgradation of process with artificial intelligence there will be improvement in operational and clinical results, this gives employee satisfaction and helps them to develop job security, enhancement in their roles and assurance of their future with company. and the future of work in diagnostics. That's a tricky spot for the company to be in. It's like they're being pulled in two different directions: the need to really fight hard and win against their rivals, but also staying true to what makes them inside the company. It's a balancing act, and they've got to figure out how to do both without dropping the ball on either side.

Specific Area of Interest

Medtech Diagnostic lies at a crucial phase of vital and interconnected role: incorporating artificial intelligence into its operations of diagnostic and parallelly supporting their ideology of employee wellbeing. So both of these sectors poses as brilliant opportunity and also a roadblock for the future growth and stability of organization

Artificial intelligence has been recognized as a transformative force in medical diagnostics. From machine learning algorithms for image recognition to natural language processing for clinical reporting, AI can potentially transform the speed, precision, and scalability of diagnostic services. At MedTech, AI initiatives are already underway. The company has initiated pilot programs that integrate AI- driven software to assist in radiological interpretations, automate standard lab analyses, and enhance clinical decision-making. Initial outcomes have indicated a 20–30% decrease in report turnaround times and fewer manual mistakes in image-based diagnostics, affirming AI's operational potential.

Across the industry, the integration of AI in healthcare diagnostics is gaining momentum. According to a 2024 survey by the American College of Radiology, merely 21% of hospitals had implemented AI in imaging processes by 2023; however, more than 60% anticipated adopting AI systems within the next five years (American College of Radiology, 2024). Analysts suggest that the global AI diagnostics market is projected to exceed USD 5.44 billion by 2030, propelled by the rising demand for scalable, data-driven diagnostic solutions (Precedence Research, 2024). These trends exert competitive pressure on companies like MedTech to quickly invest in and apply AI tools to remain relevant in the market.

At the same time, MedTech maintains a strong commitment to employee welfare, a fundamental aspect of its brand and identity. The company has established employee feedback mechanisms, focused on leadership development, and consistently maintained one of the highest employee satisfaction ratings in its field. Projects such as mental health support lines, ergonomic workspace redesigns, flexible working hours, and upskilling platforms illustrate its comprehensive approach to employee wellness. Internal findings from the company's 2024 workforce survey indicated that 84% of employees felt appreciated by their teams, and 78% expressed confidence in the leadership's support for professional growth.

Nonetheless, the benefits of AI are not universally embraced within the organization.

The same employee survey revealed increasing levels of concern surrounding AI's potential to eliminate jobs, deskill positions, or render certain career paths redundant. Approximately 72% of respondents shared worries that AI tools might diminish their future earning prospects, while 66% feared being left behind if they did not acquire AI skills (Ernst & Young, 2023). These concerns are not confined to MedTech alone. A global EY workforce report highlighted that a considerable percentage of employees across various sectors are apprehensive about being "left behind" in the digital era, especially in positions susceptible to partial automation (Ernst & Young, 2023).This conflict between opportunity and apprehension characterizes MedTech's particular area of focus. On one hand, the company must innovate to stay competitive and enhance diagnostic services. On the other, it must maintain its commitments to employee involvement, morale, and fairness. Achieving both aims will require not only technical implementation but also sophisticated change management, ethical leadership, and inclusive decision-making processes.

As the company deliberates a broad rollout of AI in all diagnostic divisions, it encounters pressing questions: How can it guarantee that employees are partners, not casualties, in this evolution? What support structures, communication strategies, and ethical guidelines are necessary to facilitate a seamless transition? And perhaps most crucially, how can MedTech incorporate AI in a manner that enhances human talent rather than supplanting it?

Specific Problem or Decision

As MedTech Diagnostics advances its twin objectives of AI incorporation and employee well-being, it currently finds itself at a pivotal turning point. While AI holds the potential to transform the precision and speed of diagnostic services, its execution also brings unintended consequences that threaten to undermine the organization's robust internal culture. This strategic dilemma—how to roll out AI on a large scale without sacrificing employee trust, morale, and psychological safety—is central to the decision MedTech's leadership must now undertake.

The technological success of MedTech's AI trial programs in radiology and laboratory diagnostics has generated enthusiasm among senior leadership for a nationwide rollout. These tools have shown evident operational advantages, such as cutting diagnostic turnaround times by 25% and enhancing accuracy in image-based evaluations, especially in mammography and chest X-rays. As rivals also strive to adopt similar technologies, there is increasing pressure to avoid being left behind in a swiftly digitizing diagnostics industry (Grand View Research,2023).

Nevertheless, the company's internal environment presents a notable counteracting force. A recent internal survey conducted in Q4 2024, with 2,100 employees participating, unveiled concerning indicators. Over 72% of respondents voiced concerns that AI adoption could adversely affect their salaries or promotion opportunities, while 66% expressed worries about their capacity to adjust to AI tools without formal education. More than 60% felt uncertain regarding how AI would modify their job roles and responsibilities. These results align with global trends; for instance, the 2023 EY Work Reimagined Survey indicated that 70% of employees across various sectors were apprehensive about being "left behind" in an AI-driven future (Ernst & Young, 2023).

These apprehensions are justified. AI tools, especially those utilized for diagnostic image analysis and lab automation, can potentially diminish the requirement for manual human evaluation—an area where a significant portion of MedTech's workforce is currently engaged. The company risks fostering a climate of fear, distrust, and disengagement if employees view AI as a substitute rather than an enhancement to their skills. This is particularly perilous in the healthcare industry, where staff engagement directly impacts service quality and patient safety (World Health Organization, 2021).

Moreover, external industry trends underscore the necessity of proceeding with caution. According to a 2023 survey by the American College of Radiology, 42% of hospital systems identified staff shortages in diagnostic services as their most critical operational challenge (American College of Radiology, 2024). In such a climate, any decline in workforce morale or retention could significantly impede MedTech's capability to scale, regardless of successful AI tool implementation.

The challenge for leadership lies in achieving a balance between technological advancement and cultural preservation. This includes making decisions regarding

The speed and scope of AI deployment.

Whether to establish training and reskilling initiatives.

- How to adjust roles or redesign workflows to foster collaboration between humans and AI.

The necessity for ethical oversight and clear communication.

- Whether AI adoption should emphasize cost-effectiveness or employee inclusiveness.

CEO Dr. Kavita Rao and her executive team are under pressure to finalize an AI adoption plan in the forthcoming fiscal planning cycle. The decision must not only achieve operational objectives but also protect employee well-being—a principle that has defined MedTech's identity since its formation.

Alternatives

In tackling the strategic challenge of balancing AI adoption with workforce well- being, MedTech Diagnostics has pinpointed various alternative paths. Each option entails trade-offs between operational efficiency, cultural alignment, ethical accountability, and organizational adaptability. The leadership team must assess these alternatives thoughtfully to accomplish sustainable, inclusive transformation.

1. **Rapid AI Implementation:** One alternative is to vigorously expand AI tools across all diagnostic units, benefiting from the momentum of successful pilot programs. This would necessitate immediate investments in infrastructure, software deployment, and partnerships with AI vendors.

Pros:

- Maximizes diagnostic efficiency.
- Positions MedTech as a leader in AI-driven healthcare.
- Speeds up return on investment in AI technologies.

Cons:

- High risk of workforce estrangement and job insecurity.
- Potential rise in attrition and burnout due to swift changes.
- Undermines the organization's reputation for employee-focused values.

In the context of global AI healthcare trends, early adopters have shown significant productivity gains; however, some also reported heightened internal resistance when employees were not adequately prepared (Grand View Research, 2023).

2. Gradual Rollout with Retraining Programs: This option entails progressively introducing AI tools, starting with selected departments or regions, while concurrently implementing structured retraining and skill-enhancement programs. MedTech could provide AI literacy modules, lab technician workshops, and mentorship programs to assist staff in adapting.

Pros:

- Builds employee confidence and diminishes fear of obsolescence.
- Allows real-time monitoring of operational and emotional effects.
- Fosters a collaborative culture of learning and innovation.

Cons:

- Slower timeline to complete AI integration.
- Higher short-term expenses due to training investments.
- Requires consistent leadership alignment and communication.

Evidence from Deloitte (2023) suggests that companies investing in workforce development during digital transformation report higher adoption success rates and elevated employee engagement (Deloitte Insights, 2023).

3. Job Redesign and Redeployment: Instead of reducing staff numbers, MedTech could restructure job roles to blend human judgment with AI support. For instance, radiologists could shift their focus from detection to consultation, while lab staff might supervise AI accuracy and interpret edge cases.

Pros:

- Preserves jobs while enhancing task quality.
- Aligns with global labor ethics promoting augmentation over automation (World Health Organization, 2021).
- Strengthens trust and psychological safety.

Cons:

- Requires adjustments in role expectations and performance metrics.
- May cause temporary confusion during role transitions.
- Success relies on communication and HR adaptability.

This approach aligns with the principles set forth by the World Health Organization (2021), advocating for AI that "enhances human capacity" rather than replacing it entirely.

4. Maintain Status Quo (Delayed Adoption) MedTech might postpone large-scale AI adoption to conduct further risk assessments, benchmark peer experiences, and await technological and regulatory clarification.

Pros:

- Allows additional time for employee readiness.
- Minimizes disruption to workflows and morale.
- Preserves organizational stability.

Cons:

- High risk of losing competitive edge.
- May result in missed opportunities for market expansion.
- Stakeholders may question the organization's innovation readiness.

A cautious approach might appear safer in the short term but is unlikely to be sustainable given the rapid pace of AI transformation in diagnostics (Precedence Research, 2024).

5. Hybrid Model with Ethical Governance A balanced model could entail gradual AI integration, employee involvement in planning, and the creation of an internal AI ethics board. This board would consist of cross-functional leaders and employee representatives to ensure fairness, transparency, and alignment with organizational values.

Pros:
- Integrate operational improvements with ethical integrity.
- Encourages employee acceptance through shared governance.
- Creates long-term potential for tech-human collaboration.

Cons:
- Complex implementation and coordination.
- Requires a cultural shift towards shared decision-making.
- Potential delays from governance protocols.

Companies that have adopted hybrid models—such as pilot AI programs combined with employee task forces—have experienced smoother transitions and maintained cultural alignment (Accenture, 2023).

Conclusion

After several months of discussion, internal dialogues, and external comparison, the leadership at MedTech Diagnostics selected a hybrid, human-focused AI adoption strategy. Acknowledging the dual demands of creativity and inclusion, the company aimed to develop a plan that would utilize the operational advantages of AI while strengthening its long-term duty to employee well-being and ethical management. The strategy was organized around three foundations:

Phased AI Implementation – The organization opted to initially implement AI tools in radiology and pathology, where automation could enhance routine tasks without taking away fundamental clinical decision-making responsibilities. This enabled MedTech to achieve efficiency improvements— reporting a 30% boost in diagnostic throughput within the first year—while reducing disruptions to employee roles.

Comprehensive Upskilling Programs – A "Digital Fluency for Healthcare" initiative was introduced, offering tiered training modules on AI principles, diagnostic algorithms, and digital ethics. More than 1,000 employees took part in the initial stage, and post-training assessments indicated a 40% rise in employee confidence when engaging with AI systems (Deloitte Insights, 2023).

Ethical Governance Framework – MedTech established an internal AI Ethics Board made up of data scientists, clinicians, HR leaders, and elected employee representatives. The board's mandate included oversight of algorithmic transparency, bias reduction, and the ethical use of data. This action not only forestalled future regulatory risks but also bolstered employee trust in the AI deployment process.

By the middle of 2025, the outcomes were observable. The precision of diagnostics had enhanced, patient satisfaction ratings had increased due to quicker report issuance, and employee satisfaction—assessed through biannual assessments— remained stable despite the shift in technology. In contrast to previous concerns, internal attrition rates fell by 6%, and more than 60% of surveyed employees indicated feeling more involved with their work after AI implementation.

These results reflect patterns from analogous cases in the healthcare industry. For example, a hospital in London that adopted AI in radiology with a strong emphasis on human-machine collaboration experienced similar outcomes in both operational and cultural performance (Accenture, 2023). This supports the notion that AI does not have to be a disruptive element when implemented with understanding, clarity, and a focus on collective value generation.

MedTech's situation thus exemplifies how healthcare organizations can excel in digital transformation without compromising human resources. It demonstrates that ethical, inclusive models of change are not only achievable but also advantageous. By doing so, MedTech has outlined a strategic route that other mid- sized companies in healthcare—and beyond—can follow as they confront the dual challenge of technological innovation and workforce maintenance.

Survey Statement	% Agree
I believe AI tools may reduce the need for my job in the future."	68%
"I worry that AI adoption could impact my promotion and compensation prospects."	72%
"I feel unprepared to work with AI systems in my current role."	66%
"I would participate in a company-sponsored AI upskilling program."	85%
"I trust leadership to implement AI ethically and transparently."	53%

Exhibits 1: Employee Sentiment on AI Adoption at MedTech Diagnostics (2024 Internal Survey)

Source: MedTech Diagnostics. (2024). Internal workforce sentiment analysis report on AI adoption (Q4 2024). Unpublished company data.

This outlines essential from a Q4 2024 internal employee carried out by MedTech's HR analytics (n=2,100). The reveal considerable regarding job and readiness, highlighting the emotional and psychological aspects of AI. The comparatively low score (53%) indicates the for clear leadership and inclusive.

Exhibit 2: Global Growth Trends in Diagnostic Testing and AI Integration (2023–2033)

Market Segment	2023 Market Size (USD)	Projected 2033 Size (USD)	CAGR (2023–2033)
Global Diagnostic Testing	$211 billion	$450 billion	7.90%
AI in Healthcare Diagnostics	$1.2 billion	$5.44 billion	16.40%

Sources: Precedence Research. (2024). AI in diagnostics market (2024–2030) - growth, trends, forecasts.
Market Research Future. (2023). Global diagnostic testing market analysis, 2023-2033.

This exhibit displays projected growth of the global diagnostic testing market and AI-enabled diagnostics from 2023 to 2033. While traditional diagnostics are set to nearly double in size, the AI-enabled segment is growing even faster, reflecting accelerating demand for automation, accuracy, and scalability in clinical workflows.

Exhibit 3: Financial Investment Comparison Across AI Adoption Strategies

Adoption Strategy	Initial Investment (USD)	Annual Operating Cost (USD)	Payback Period	ROI Over 5 Years	Risk Level
Full-Speed AI Implementation	$5.5 million	$1.2 million	2 years	170%	High (workforce attrition, morale loss)
Phased Rollout with Retraining	$4.2 million	$1.6 million	3.5 years	140%	Moderate (training uptake risk)
Job Redesign & Redeployment	$3.8 million	$1.8 million	4 years	120%	Low to Moderate (role transition risk)
Maintain Status Quo	$0.8 million	$0.3 million	N/A	20%	Low (but high opportunity cost)
Hybrid Model with Ethics Board	$4.7 million	$1.5 million	3 years	155%	Low (distributed risk, strong alignment)

This exhibit compares projected costs, returns, and strategic risks for five AI adoption strategies considered by MedTech Diagnostics. The Full-Speed AI Implementation offers the highest ROI but with substantial cultural and attrition risk. In contrast, the Hybrid Model, while slightly more expensive up front, balances risk and return by incorporating employee engagement, training, and governance mechanisms.

Teaching notes: Synopsis

This case study outlines a strategic challenge encountered by MedTech Diagnostics, a medium-sized healthcare diagnostics firm located in Pune, India. While MedTech is ready to implement artificial intelligence (AI) tools to enhance diagnostic precision and operational effectiveness, the leadership is also profoundly devoted to employee well-being—a fundamental aspect of its culture and staff retention approach.

As the company gets ready to expand its AI implementation, internal employee surveys indicate considerable concern among staff about job loss, skill obsolescence, and career ambiguity. The case illustrates the tension between technological advancements and human-centered leadership, compelling students to think critically about change management, ethical innovation, organizational principles, and stakeholder alignment.

The case reaches a decision point for the CEO, who must select from five strategic options—ranging from full-speed AI implementation to gradual rollouts with retraining and ethical oversight—and justify how MedTech can pursue innovation without alienating its workforce

Keywords

Healthcare diagnostics, Artificial intelligence (AI) adoption, Workforce well- being, Change management, Organizational ethics and Orga-nizational ethics

Target Audience

This case is suitable for:

MBA and Executive MBA students

Courses in:

- Strategic Management
- Human Resource Management
- Organizational Behaviour
- Technology & Innovation Management
- Healthcare Management

It is particularly effective for learners with interests in digital transformation in healthcare, ethical leadership, and workforce planning in the AI era.

Learning Objectives

By engaging in this case, students will:

- Comprehend strategic dilemmas that emerge when reconciling innovation with workforce involvement.
- Examine organizational responses to workforce concerns related to AI- driven automation.
- Investigate ethical principles in AI implementation (e.g., transparency, fairness, augmentation vs. replacement).
- Assess alternative approaches for AI integration and change management.
- Utilize frameworks such as SWOT analysis, stakeholder evaluation, and Kotter's Change Model to a real-world issue. Appraise financial, cultural, and operational considerations of various AI deployment methods.

Discussion Questions

1. What are the immediate and long-term hazards of rapidly implementing AI in a workforce-focused organization like MedTech?
2. How can MedTech preserve employee confidence and well-being while progressing towards digital transformation?
3. Among the five strategic options presented, which one should MedTech select? Justify your suggestion using financial, ethical, and cultural arguments.
4. What type of training or reskilling frameworks can MedTech establish to facilitate the transition towards AI-driven diagnostics?
5. How does the case illustrate global issues in healthcare regarding technology implementation, and what can other mid-sized healthcare companies learn from MedTech's method?
6. Should MedTech formalize an AI Ethics Board? What should be its scope and authority?

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Lijjat Papad: empowering women through collective entrepreneurship

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Lijjat Papad: How Seven Women Built an Empowering Legacy

In 1959, something extraordinary began in a small Mumbai neighborhood. Seven women ordinary housewives with little formal education pooled together ₹80 and a single borrowed utensil to start making papads. At the time, nobody could have imagined that this humble initiative would grow into one of India's most inspiring women-led cooperatives.

From a Kitchen Experiment to a Movement

The idea was simple: make papads, a staple in Indian homes, and sell them locally. What set Lijjat apart wasn't just the product but the philosophy behind it. These women weren't just running a business; they were creating a sisterhood. Every member, called a "ben" (sister), had an equal stake, profits were shared fairly, and decisions were made collectively.

By the late 1960s, word spread, and more women joined. Lijjat expanded beyond Maharashtra, setting up branches across India. The model was straightforward but revolutionary:

Only women could be members: giving them financial independence in a time when few opportunities existed.

No hierarchy: whether you rolled papads or managed accounts, everyone earned the same.

Support beyond wages: interest-free loans, skill training, and a sense of community.

A Legacy of Empowerment

Today, Lijjat isn't just a papad brand it's a symbol of what women can achieve together. With over 45,000 members, 80+ branches, and an annual turnover crossing ₹1,600 crores, it proves that grassroots efforts can create massive change. Recognition followed, including the prestigious "Best Village Industry Institution" award from KVIC. But the real success? Thousands of women who found dignity, financial freedom, and a voice—all because seven daring women believed they could do more than just cook.

Why Lijjat's Story Matters

In a world where businesses chase profits, Lijjat reminds us that success can also be measured in lives transformed. It's not just about papads it's about proving that when women lift each other up, entire communities rise.

Area of Interest

This is not limited to business case study but it's the real-life story of how ordinary women built an extraordinary enterprise that changes lives. Lijjat Papad shows us what happens when you combine smart business with social purpose. Its a cooperative where every woman has an equal voice, where traditional skills become economic power, and where staying true to your values actually helps you grow stronger. It's proof that companies can do good while doing well, scaling up without selling out.

Problem or Decision

In today's rapidly changing business world, Lijjat Papad faces some tough but exciting decisions. The cooperative must balance its core values with the need to modernize.

1. Can we adopt automation without losing our human touch? As machines replace manual tasks in the FMCG sector, Lijjat must decide whether to automate papad production.
2. How do we stay competitive while keeping our soul? In a market dominated by corporate giants with deep pockets, Lijjat needs fresh strategies to maintain its position.
3. Who will carry the legacy forward? With many longtime members nearing retirement, Lijjat faces a generational shift. Entry of Gen Z.

Alternatives

1. Blend automation with tradition by automating packaging and logistics, while keeping the papad-rolling process manual to protect jobs and maintain the brand's authentic, handcrafted charm."

2. Brand Diversification : Develop a digital brand identity and expand the product portfolio beyond traditional foods to attract urban youth and international markets

3. Skill Development for Next-Gen Leadership: Establish training centers for second-generation women to take on leadership, marketing, and operations roles, ensuring sustainability of the cooperative.

4. Franchise-based Model: Explore a localized, franchise-based urban Lijjat unit in metros led by young women entrepreneurs to rejuvenate participation.

Conceptual Framework: "WEAVE" – A Model for Grassroots Women Empowerment

Through Cooperative Enterprise (Source: Researcher Contribution)

The WEAVE Model illustrates how Women's Empowerment, Entrepreneurship, Accountability, Values, and Equity intertwine to create a sustainable cooperative enterprise. Inspired by the success of Lijjat Papad, this conceptual framework helps to understand how values-based, grassroots-level business models can be replicated for large-

scale socio-economic transformation.

WEAVE: Key Components

W Women's Empowerment	E Entrepreneurship at Grassroots	A Accountability Through Collective Ownership	V Values-Based Governance	E Equity in Economic and Social Dimensions
Enhancing women's agency in decision-making, income generation, and community leadership. Lijjat employs 45,000+ women who earn equally and participate in operations.	Promoting local skills and decentralized production with low entry barriers. Started with papad-making using home-based skills and minimum investment.	Shared responsibility, profit-sharing, and democratic decision-making. All "sisters" are co-owners; profits are equally divided.	Emphasizing integrity, dignity of labor, simplicity, and self-reliance. Members adhere to strict quality control and transparency in processes.	Ensuring inclusive development, education access, and intergenerational upliftment. Daughters of members educated; many families rose out of poverty.

Conclusion:

Lijjat Papad's legacy is not just about business success, but about the transformation of thousands of women from homemakers to empowered entrepreneurs. It has elevated families, educated children, and built self-reliant communities. The challenge ahead lies in balancing tradition and innovation, continuing its mission while adapting to changing times.

The cooperative model, values-driven decision-making, and community focus of Lijjat Papad provide critical lessons in sustainable development and inclusive growth.

Exhibits

Exhibit 1: Timeline of Key Milestones

Year	Milestone
1959	Establishment by 7 women in Mumbai
1962	Registered as a society under KVIC
1979	Crosses ₹1 crore turnover
1995	Recognized nationally as a successful women's cooperative
2019	Celebrated 60 years with 45,000+ women
2024	Turnover crossed ₹1,600 crores

Exhibit 2: Impact of Lijjat Papad on Women and Families

Area	Impact
Economic	Stable income, improved standard of living
Educational	Many daughters of Lijjat sisters completed higher education
Social	Increased respect in household and community
Psychological	Boosted confidence and decision-making capabilities

Teaching Notes

Synopsis

This case shows the inspiring journey of Shri Mahila Griha Udyog Lijjat Papad, a women-led cooperative that transformed a modest idea into a powerful movement. Through a unique blend of trust, self-governance, and a shared mission, the organization has empowered thousands of women while building a sustainable business. The case also examines key strategic challenges the cooperative faces today—balancing automation with tradition, engaging a new generation, and staying relevant in a dynamic market.

Keywords

Women's empowerment, cooperative model, FMCG, innovation, sustainable development, entrepreneurship, social enterprise, India.

Target Audience

- MBA students (Social Entrepreneurship, Organizational Behavior, Strategic Management)
- Public Policy and Development Studies scholars
- Gender Studies and Women Empowerment workshops

Learning Objectives

- Understand the structure and functioning of a women-led cooperative enterprise
- Analyze the role of grassroots entrepreneurship in sustainable development
- Evaluate the challenges of modernization in a values-driven organization
- Explore gender-inclusive models in emerging economies
- Discuss the scalability and sustainability of traditional business models

Discussion Questions

- What core principles and practices have contributed to Lijjat Papad's sustained success over the decades?
- How does Lijjat's cooperative structure empower women differently compared to traditional business models?
- As Lijjat navigates changing market dynamics, should it embrace automation or diversify its brand offerings?

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Jalgaon's Banana Export Story: A Journey of Change and Success

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Organizational Context

Jalgaon is that place from northern side of Maharashtra where banana is not just a crop, it is part of people's living. Whole area is full of banana trees. Many people even call it "Banana City of India" from a long time. The reason is simple. The land here is good for growing banana. Soil is rich, weather supports farming conditions and people have been doing this since olden days. Because of all this, Jalgaon gives more than two-third bananas that come from Maharashtra. But it was always big in growing, but not in earning. For many years, farmers here were working hard in hot temperature fields, still they were getting only small profit from huge productions. After harvest, lot of bananas used to get spoiled. Many fruits were not even reaching local market on time. Forget about export, even inside India also they were facing struggle. No proper cold storage, no connection with big buyers, no transport support in region. Farmers were putting their back into farming but getting only little in return.

Then slowly some change started coming. Few farmers, government officers and some farmer oriented export companies started meeting and thinking together. They started asking questions like, why Jalgaon bananas are not going abroad when they are so good in taste and overall quality? What is missing in the system? And from that discussion, a new path started emerging. Slowly, people started using tissue culture banana plants. These plants were more healthy and gave better outcome. Drip irrigation came in picture during this phase, so water went straight to roots, no waste of water happened. Then some pack houses were built, some ripening chambers also came. Bananas started getting packed nicely, in boxes that are suitable for long distance travel. Now there was also training given to local farmers, so they learned how to select the good banana breed, how to clean and sort and how to handle and manage the post-harvest work.

One big help also came from government side. Some schemes were given, some export help was also there. Even transport side became better. Cold trucks came, and some companies tied up for proper delivery. Slowly, one by one, Jalgaon bananas started reaching outside countries. First to Dubai and Middle East and then to Southeast Asia and even Africa also. Before, banana was just grown and sold nearby. Now it started travelling world. Income of farmers increased. Respect also came. People from other districts also started coming to learn from Jalgaon. It became an example.

This full change didn't happen in one night. But it showed that if right people come together, and some support is given, then even simple village farmer can become global supplier. This story gives hope to others also who are growing crops in their region. If Jalgaon can do, they also can try.

Today, Jalgaon's banana story is not just about farming. It is about how dreams of small farmers can become big if right steps are taken. It is about how traditional farming can become export farming with some knowledge and help. This story is something that policy makers, agriculture startups, and planners must study once. It tells how village economy also can grow with right push.

Specific Area of Interest

The change in Jalgaon's banana farming is main part of this study. It tells how slowly the system become ready for export and how small farmers also get chance to grow. New methods came in farming, new tools and also better support for storage and transport. Farmers who was struggling before now started learning and doing better. Because of this many poor and small farmers started earning more. Jalgaon which was called Banana City of India from long time, now not only growing banana but also sending it to other countries. It was always famous in local markets, but now it is also going global (Express, 2018). With fertile agri friendly soil, harvesting suitable climate and a farming innovation in horticulture made Jalgaon grew bananas on thousands of hectares, making it one of the largest producers in the country (contributors, 2025). But for many years, this big chance was only staying in local and nearby markets. Farmers were getting only small income and facing many problems like price going up and down, fruits getting spoiled fast and not having proper system after harvest. Because there was no outside market, no much new technology, and also not enough good facilities, it was very hard for Jalgaon's banana to go and fight in big world market (Ltd.). After that, slowly one strong change started happening, not very loud but very deep. It was not only about figures but also about people's thinking, their feeling to do something big. Whole community started waking up and dreaming something more, something that is not just limited to own place.

Jalgaon's coming up as big banana exporter is not only farming story, but also about daring, working together and big thinking. It all started when they understand that just growing more is not enough, it must be good and same quality every time. Then slowly old ways started changing, farmers started using new ideas like tissue culture plants, drip water system and pest control. Agriculture colleges showed the way, Krishi centres gave support, sarkari plans helped and private sellers also joined hands. Like this, Jalgaon farmers started changing their own future (Jainworld). Somehow things also changed in support system, like ripening chambers came, packhouses got built, cooling machines started and transport for export also improved. Because of all this, Jalgaon started matching with what foreign countries needed. Now farmers not only grow good bananas for export but also follow the rules and safety things which other countries want. (Gateway, 2022).

Today, Jalgaon exports bananas to countries like Iran, Iraq, Oman, UAE, and Egypt, making its banana into global supply points and its farmers becomes exporters (Jagran, 2016). This change brought good money and better life for many farmers, and now other areas also looking at this as good example. Jalgaon, which was once doing farming in old ways, now sending bananas outside India. This story shows how step by step things changed and helped the people. It tells what plans worked, how life got improved and what others can learn from this for doing same in their own place (India, 2018). Jalgaon's banana export story is not just about selling fruits; it is proof how local power, when given right knowledge and direction, can reach whole world and get respect.

Specific Problem or Decision

Jalgaon grows more than 1.6 million metric tonnes of banana every year but exports only small 2.5 % of all this. The problem was not how much but how ready they were for export. The place did not have enough facilities for after harvest, farmers did not know much about rules like Global GAP, and transport system to keep bananas cool was not good. Also, many small farmers working alone, no big groups to keep same quality and amount, so buyers from outside were not confident. So, all people involved thought how to change Jalgaon from just big producer to trusted banana supplier for whole world.

Main problem that stopped Jalgaon from going big in international banana export was not less production, but they were not ready for export properly (Board.). Jalgaon produces about 1.6 million metric tonnes bananas every year, which is almost 70 % of Maharashtra's total and about 16% of overall India's bananas. But today also, only 35,000 to 40,000 metric tonnes go outside country, that is only 2.5 % of what they grow. This big difference shows there are some big problems in how export system is working (Salunkhe, 2023). One big problem was farmers and others did not know about Global Good Agricultural Practices, which is very important certificate to sell bananas in big markets like Europe and Gulf countries. Without this, it was very hard to get entry in those places (Gulati, 2021). Data from National Horticulture Board and APEDA shows that in 2022, less than 12 % farmers in Jalgaon had Global GAP certificate. Because of this, they could not fully follow international rules about pesticide use, food safety, tracing where fruit comes from, and cleanliness during farming and after picking. This was big problem for exporting bananas (Das,2023).

The problem got worse because infrastructure was not enough. NABARD and Ministry of Agriculture report said that more than 85 % of banana growing villages in Jalgaon did not have basic things like pack houses, pre-cooling units, ripening chambers, or refrigerated vans. Without these, it became very difficult to keep bananas fresh and ready for export (banana). Without basic facilities, farmers could not keep the cold chain properly for good quality bananas meant for export. Because of delays in handling, poor packaging and no control over temperature, bananas often went bad quickly. Many times fruits were rejected during inspection or sold at lower price because they spoiled.

Small and average size farmers, who covers 78 % of Jalgaon's farming community, often operate independently, makes it inconsistent quality (Dubai, 2021). Because there were no strong Farmer Producer Organisations or cooperatives, it was hard to gather big, same-quality batches for export. So, buyers from other countries chose to buy from places like Ecuador, Philippines, or Costa Rica where they have good, professional supply chains giving uniform and reliable bananas (chains.,2021).

On top of that, there were big problems in logistics and rules. Since there was no direct connection to big ports, farmers had to send bananas by long road trips to Nhava Sheva or Mumbai Port, more than 400 kilometres away. This made freight cost go up by 25 to 30 % and also risk of delay and spoilage became more. Exporters also had to fight with difficult customs rules, slow getting of phytosanitary certificates, and many were not good with digital tools to handle export papers properly (Das, Evaluation of postharvest losses of banana growers in Northeast India: An ordered probit analysis., 2023). Market ups and downs made things even more difficult. Sometimes demand from Middle East went up and down, there were trade limits in some seasons, and currency rates kept changing without warning. This scared many new exporters. Sometimes containers got stuck at foreign ports because of small problems with packaging or certificates. Because of that, whole shipments got rejected and farmers or exporters lost money.

All these problems together such as low certification, poor infrastructure, scattered supply and weak logistics kept Jalgaon's banana farmers stuck in a loop of making lots of bananas but selling very little outside India. Unless the government and others come together with good policies, training, and money to build export-ready facilities, Jalgaon's true potential to shine in the world market will stay hidden and unused (APEDA, n.d.).

The study shows clearly the big problems blocking Jalgaon's banana export. Most serious is the low Global GAP compliance at 85% and poor post-harvest facilities at 80%. After that come broken farmer supply systems at 75%, then troubles in logistics and ports at 70%, and lastly issues in rules and paperwork at 65%. All these problems are connected, telling us that Jalgaon needs a strong, united effort to improve quality checks, build better infrastructure, join the supply chain properly, and make policies easier to follow so that its banana export can grow fully.

Alternatives

Many plans were tried and some slowly put in place:

1. Using new technology like tissue culture plants and drip irrigation with help from units like Jain Irrigation and government schemes NHB and MIDH.
2. Building better facilities like packhouses, ripening chambers, and cold storage with money from APEDA and PMFME so bananas stay fresh after harvest.
3. Teaching farmers and helping pay for Global GAP certification so they can follow world food safety and plant health rules.
4. Making farmer groups called FPOs to grow bananas in a better, same way and talking together about exports.
5. Helping export work by creating local offices for paperwork, promoting Jalgaon bananas as a special brand abroad, and fixing transport links to ports.

To change Jalgaon's banana industry into one that can compete with the world, many things need to happen together. It is not just about farming in the old way, but mixing science with good buildings, rules ready for export, and helping farmers grow strong. The most important thing is making sure many farmers get Global GAP certification, so their bananas can be trusted everywhere (APEDA), 2021). For this to happen, farmers need proper training and support. Agricultural universities and horticulture departments must keep giving regular classes and help, teaching how to follow international rules for farming, harvesting, and cleanliness. Subsidies for certification and technical guidance can make it easier for small and marginal farmers, so they don't feel the heavy weight of costs and complicated steps (MoFPI), 2024).

Improving post-harvest facilities is also very important. Setting up cluster-based pack houses, grading units, ripening chambers, and pre-cooling places under government schemes like MIDH and APEDA's export promotion plans can really reduce losses and make fruit better in quality. These units should be made in areas where many farmers are there and run by Farmer Producer Organisations so that everyone can get benefit together. The refrigerated transport and cold chain from farm to port also needs to be better, especially by connecting Jalgaon directly to big ports like Nhava Sheva and Mumbai using refrigerated trains and trucks (Chauhan, 2024).

The problem of scattered production should be solved by promoting cooperative farming and making more FPOs, so they can bring together the produce, keep quality same and get better prices from exporters. These groups also need training in how to do export work, keep digital records, and use online trade sites. Export help centres must be started in Jalgaon to give farmers and FPOs support in paperwork, customs clearance, checking residues, and finding buyers (GlobalG.A.P.,2023). This would remove many of the regulatory and procedural bottlenecks currently faced.

Also, Jalgaon really needs a strong campaign to make its banana export famous worldwide, showing it as a best place for Swadeshi/ Khandeshi bananas. This means nice packing, quality marks, and ways to track the fruit. Giving it a special name like "Jalgaon Golden Banana" can help people outside India know and trust it more. Public and private companies should work together to invest in labs for quality testing, export training centres, and good agri-logistics parks. Lastly, continuous help like export subsidies, loss insurance, and easy international trade rules will make farmers brave to join world trade. If Jalgaon fixes all problems from soil to shipment carefully, it can not only grow bananas but become a top exporter in the world. With government help and farmers working together, this change can improve village life and be a good example for other banana-growing areas in India.

Conclusion

Jalgaon's change into a model for agri-exports happened because of joint vision, smart investments, and continuous training to farmers. Even though problems with certification, transport, and bringing farmers together still there, Jalgaon slowly growing as a banana export centre shows how knowledge, policy, and local strength can come together. Jalgaon's story tells us how a simple farming area, with right reforms and flexible plans, can become known in the world for exporting fruits.

Exhibits

Exhibit 1: Banana Production Statistics (2015–2022) shows how Jalgaon steadily increased banana growing. Production went up from 1.45 million MT in 2015 to 1.61 million MT in 2022, and area under cultivation also grew from 45,000 to 49,500 hectares. The yield stayed steady near 32 tonnes per hectare, which means farmers are keeping good production. This shows better farming methods, use of science, and Jalgaon is ready to grow more for export market.

Exhibit 2: Infrastructure Availability vs. Requirement shows the comparison between what infrastructure is there and what is needed in Jalgaon district region after harvest. The table shows that there is big shortage in important things like packhouses, ripening chambers, pre-cooling units, refrigerated trucks and export paperwork centres. This clearly shows how much urgent need is there to invest in infrastructure to help exports grow.

Facility Type	Existing Units	Required Units	Shortfall
Packhouses	12	35	23
Ripening Chambers	9	25	16
Pre-Cooling Units	6	28	22
Refrigerated Trucks	18	60	42
Export Documentation Centres	1	5	4

Source: Ministry of Food Processing Industries & NHB Study, 2022

Exhibit 3: Export Statistics by Year and Destination shows that how export quantity increased from

22,000 MT in 2017 to 41,200 MT in 2022, and export share went up to 2.55% of total production. Table also shows more demand coming from countries like UAE, Iraq, Egypt, Oman and Bahrain, proving how Jalgaon is growing and reaching many places in the world through its banana.

Facility Type	Existing Units	Required Units	Shortfall
2017	22,000	1.46%	UAE, Iran
2018	28,000	1.84%	Oman, Iraq
2019	34,000	2.19%	Kuwait, UAE
2020	38,000	2.40%	Egypt, Iran
2021	40,000	2.50%	Oman, Qatar, UAE
2022	41,200	2.55%	UAE, Iraq, Bahrain, Egypt

Source: APEDA and MoCI Export Dashboard, 2023

Exhibit 4: The study source from Gulati, A., Das, S., & Wardhan, H. (2022). Banana and Mango Value Chains. In Agricultural Value Chains in India (pp. 99–143). Springer shows that biggest problems stopping export growth. The worst problems are lack of Global GAP compliance at 85%, bad post-harvest facilities at 80%, and broken supply systems at 75%. Then come troubles in transport and rules. These problems show that there are big system gaps which must be fixed for better export growth.

Exhibit 5: Following table shows government schemes like MIDH, PMFME, APEDA and others which give money help, technical support, and infrastructure too. It also tells which authorities are doing what and their special help areas, so farmers and groups can understand how to use this support to get ready for exports.

Scheme Name	Implementing Body	Key Support Areas
MIDH (Mission for Integrated Development of Horticulture)	Ministry of Agriculture	Infrastructure for post-harvest and logistics
APEDA Export Promotion Scheme	APEDA	Branding, training, transport subsidy
PMFME Scheme	Ministry of Food Processing	Cluster development and micro- processing units
National Horticulture Mission	NHB	Support for tissue culture, drip irrigation
AGMARK and Global GAP Subsidy Scheme	State Agriculture Department	Certification and training reimbursement

Source: Ministry of Agriculture & Farmers Welfare, APEDA, MoFPI, NHB, Government scheme documents and official portals (2021–2024)

Exhibit 6: Following table shows important people and groups like agricultural universities, Jain Irrigation Systems, FPOs, exporters and government offices. It explains how they help in training, building facilities, giving certificates, and managing supply chain. All these are very important for making Jalgaon's export change possible.

Stakeholder	Role
Agricultural Universities & KVKs	Training & scientific support
Jain Irrigation Systems Ltd.	Tissue culture & irrigation systems
APEDA	Export promotion
NHB & MIDH	Grant & infrastructure schemes
Farmer Producer Organisations	Collective marketing & quality control
Exporters & Agri-Logistics Firms	Export management

Source: Compiled from stakeholder roles listed in APEDA reports, NHB guidelines, Jain Irrigation publications, and FPO development frameworks (2021–2023)

Exhibit 7: Farmer Feedback Survey Results (2022): Based on survey of 120 farmers from the region, following table shows real situation on ground: 54% use tissue culture plants whereas only 12% have Global GAP certificates, and 81% don't even have cold storage access. It points out big gaps in following rules, knowing things, and facilities, making clear that strong help needed at farmer level. Findings also say that though some progress is there in better planting ways, banana farmers in Jalgaon still face big problems like no certification, less infrastructure, weak support from institutions and low awareness. So, it's very urgent to build skills, make cooperatives stronger and give financial help. Special help at grassroots combining farmer training, building infrastructure and easy market access can fill these gaps and bring out true export power of district.

Feedback Category	%age (%)
Use of tissue culture plants	54
Global GAP certified	12
Difficulty affording compliance	28
Lack of cold storage access	81
Unaware of documentation standards	67
Member of FPOs	34

Source: Primary field survey conducted in 2022 across 120 banana farmers in Jalgaon district (Raver,Yawal, Bhusawal talukas, the major Banana production centres in Jalgaon district)

Teaching Note

Synopsis

This case tells the story of Jalgaon district's farming and money growth, where farmers left old ways and started using scientific methods to grow bananas for export. It shows problems in getting ready for export, building infrastructure and getting support from policies, but also gives an example of success by working together as farmer groups, getting certificates and making strong brand.

Keywords

- Banana, Jalgaon, horticulture, agri-export, Maharashtra, Global GAP, agricultural transformation, farmer income

Target Audience

This case is good for college and university students studying Agricultural Management, Rural Development, International Trade and Agribusiness Management. It is also useful for policy makers and people working as export consultants.

Learning Objectives

- Understand the big problems in changing local farming to sell in international markets.
- Explore how technology, facilities and support from institutions help in making

export systems.

- Analyse how certificates and following rules affect agricultural exports.
- Evaluate why farmers coming together and making a brand is important for world trade.
- Discuss how government policies bring change in village economies.

Discussion Questions

1. What were the main problems stopping Jalgaon's banana exports even when production was high?
2. How did Global GAP certification help farmers to increase their export chances?
3. What part did infrastructure and transport play in making banana exports better?
4. How can other areas copy Jalgaon's success in banana export?
5. What ideas will you give for making Indian bananas popular in world markets?

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America's $36 Trillion Debt Bomb: Causes, Risks, and Global Impact on India

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The Scale of America's Debt Crisis

At present, the U.S. national debt is $36 trillion or 120% of the country's GDP and keeps growing. The debt is more than double the GDP of China, Japan, India, the UK and Germany put together. The International Monetary Fund (IMF) has warned that the United States' debt is an urgent risk. The credit agencies issued lower ratings for U.S. debt, a sign that financial risks are growing.

The national debt of the United States has just reached an astounding $36 trillion, creating an unmatched fiscal problem. This huge number shows that nearly $120 billion more is owed than what the U.S. makes in a year. Usually, if a country's debt-to-GDP ratio is higher than 100%, worries begin over whether the country's finances will remain stable over the long run.

Clearly, the debt held by the U.S. government is higher than the total economic productivity of China, Japan, India, the United Kingdom and Germany combined. When you compare the two, it becomes obvious just how much America must pay in the future. Because these nations contribute significantly to the world's GDP, it becomes all the more remarkable that the U.S. owes more in debt than these counties produce each year.


THE ECONOMIC TIMES | News
English Edition | 28 May, 2025, 04:23 PM IST | Today's ePaper

Is US $36 trillion debt spiral leading us to economic ruin?

By Jonathan Levin, Bloomberg · Last Updated: Dec 26, 2024, 04:45:00 PM IST

Synopsis
America's national debt has surpassed $36 trillion, exceeding the entire economy's size. Despite Ronald Reagan's warnings in 1981, mortgage rates and inflation remain lower than during his era. Foreign creditors continue to invest heavily in US bonds, a testament to America's global economic and military strength, resulting in lower borrowing costs for the nation.

America's national debt would have horrified Ronald Reagan. When he inherited a nation on the cusp of an unnerving milestone of $1 trillion in debt in 1981, he described it as a problem that had grown "literally beyond our comprehension."

"We can leave our children with an unrepayable massive debt and a shattered

In view of this increasing crisis, the IMF has issued a "red alert" statement. The IMF has warned that if urgent and crucial action is not taken, the debt in the U.S. could cause a major economic slump. Mainly, the concerns are linked to overspending, increasing payments on debt and future promises to Social Security and Medicare. Failing to handle growing debt can seriously impede the government's ability to invest in roads, the military, health and related areas.

In addition, big credit companies have lowered their ratings for U.S. government bonds. The rating switched because investors are now skeptical that the federal government is responsible with spending and debt. When a country's rating goes down, it ends up paying more in interest

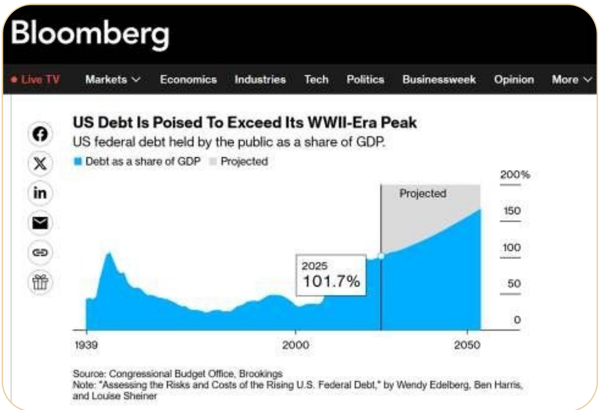
on the money it borrows from the government. Because of this, higher debt costs encourage people to borrow more money.

The fact is, the country's fiscal problem comes from its unmanageable national debt. The IMF and credit rating agencies show that dealing with the issue is very important. If there are no smart changes and the government overspends, it will put America's economy at risk, shake investors' trust and create difficult financial circumstances for following generations.

Why America's Debt is a Problem

United States debt keeps increasing largely due to a steady deficit, not just because of temporary reasons or emergency situations. A structural deficit is created when a government consistently runs out of money, spending more revenue than it brings in, throughout both good and bad economic times. Each year, the U.S. sees its budget deficits expand, even while the economy is growing strongly, suggesting serious problems in the country's fiscal policies.

A main reason for this persistent deficit is how the federal budget is made up. $800 billion or a significant chunk, of the public spending budget goes to defense. The budget for this system is greater than the total defense budgets of all countries that come after the ten highest spenders. The U.S.'s global military role and its many international commitments are clear from these numbers, but paying for them adds to federal costs.



Money for entitlement programs such as Social Security and Medicare, as required, makes up nearly 70% of the entire federal budget. Due to rules and regulations, these programs are protected in the short term by lawmakers which means they find it hard to significantly reduce their spending. Such programs were intended for retirees, those with disabilities and people with low earnings, but their expenses are rising due to different population trends.

One important reason for the greater demand on such programs is the growing number of elderly people. Once many Baby Boomers retire, a growing number will be eligible for Social Security and Medicare, creating tough challenges for the programs' management. Reforms are needed, as allowing the current increase in beneficiaries and costs will further grow the structural deficit.

The fact that we have spent much more money recently has worsened the fiscal situation. In response to COVID-19, the government created large economic packages to help households, businesses and healthcare workers. Besides, giving major aid to overseas partners in conflict regions and investing in big infrastructure projects have increased national debt. All in all, America's debt problem is caused by problems that have built up over time, not just due to crisis-related errors. Because of rising defense costs, more entitlement spending, changing demographics and emergency needs, the economy now faces a danger of instability. This challenge will need political leaders to make real decisions, organize the country differently and think about what is most important for the nation.

Tax Cuts and Income Inequality

Part of why the national debt keeps rising is the way taxes are managed, particularly by making tax breaks for the wealthiest Americans. High earners in the top 20% have taken home 65% of all recent tax cuts. As a result, federal funding has become less and the difference in people's earnings has gotten wider.

Such tax policies are based on the idea of trickle-down economics, also called Reaganomics, that appeared in the 1980s. The main thought behind this policy was that offering tax breaks to rich individuals and businesses would promote more investment, more hiring and g Even so, critics say this approach hasn't always brought about economic fairness. According to the GDP, the economy has prospered, but because growth has favored the rich, the income divide between them and the poor has become much wider.


AMERICAN UNIVERSITY
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Media Relations > New Report: The Top Marginal Income Tax Rate Drives Government Revenue and Inequality, but Not Growth

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New Report: The Top Marginal Income Tax Rate Drives Government Revenue and Inequality, but Not Growth

By Nora Younes-Ireland | April 14, 2025

As tax season concludes and President Trump expresses openness to raising taxes on the highest earners, a new report from American University's Institute for Macroeconomic and Policy Analysis (IMPA) finds that economic growth is not much affected by the top marginal income tax rate, as is often presumed, while the top rate is a significant driver of government revenue and inequality. Keeping the TCJA's tax cut for high earners would sacrifice significant revenue while

INSTITUTE FOR MACROECONOMIC & POLICY ANALYSIS

A major way we can see the increasing inequality is by calculating the Gini coefficient which depicts how income or wealth is shared in a country. Higher numbers on the Gini coefficient mean that inequality is growing. Over the timeframe between 1990 and 2023, income inequality in the U.S. kept growing, even when the economy was doing well. The statistics illustrate that income for middle- and lower-income earners is hardly changing, while top earners keep getting wealthier.

Even so, while the U.S. economy has expanded over time, government costs have exceeded the money brought in by taxes, increasing the challenges surrounding the debt. Because of differences in revenue and spending, the government tends to take out more loans which raises the national debt. When taxes are cut mainly for wealthy taxpayers, earning enough government money in good financial times becomes much harder.

Simply put, the way the U.S. taxes its citizens has helped to grow the country's debt and increase inequalities in income. The belief in trickle-down economics has tilted tax benefits toward the rich, but the economic benefits meant for everyone else have not become visible.

At the same time, less money from taxes, along with much greater government spending, leaves the country with more need to borrow, making its financial issue even worse. Resolving these matters involves making tax reforms and favoring measures that help equity and the budget.

The Interest Problem in the U.S. Debt Crisis

One of the biggest issues with the U.S. national debt is the large and expanding cost of interest needed to meet the debt obligations. At the moment, the United States spends close to $1 trillion a year just to pay interest. Since interest payments surpass the GDP of 174 countries, they are now a major and quickly growing part of the federal budget. Rather than lowering the main amount people owe, these payments cover the fees for borrowing which becomes a large expense with no reward.

A higher national debt results in higher interest payments which can start a dangerous cycle called a debt spiral. The government replaces its previous debt and payments by borrowing additional funds which adds more debt and cost to each year's budget. Because of this effect, it becomes harder and harder to deal with or lessen the national debt, as most funds meant for key programs now go to interest service instead.

The government deals with budget deficits by having the Treasury release government bonds that individuals, institutions and even European governments can acquire. For a long time such bonds were considered safe and dependable, earning the government the funds it needs. But the interest in U.S. Treasury bonds is falling, particularly among large foreign investors China and Japan. As a result of geopolitical issues, adopting new economic plans and worries about America's finances, many of the largest buyers of U.S. debt are reducing the amount they hold.

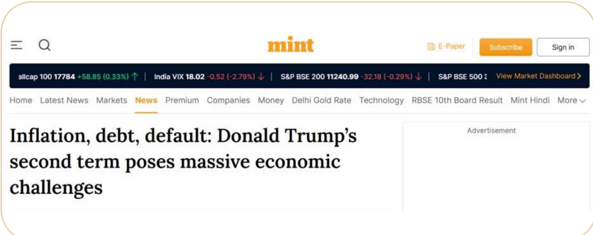
The risk of a reduced demand for U.S. Treasury bonds is quite substantial. When fewer people want to buy U.S. debt, the government needs to give buyers higher interest rates which leads to paying more for loans. Facing higher rates costs more for debt service and speeds up the creation of more debt. Should bond demand sharply fall, investors could lose trust in the financial system, leading to financial chaos and endangering the U.S. dollar's role as the reserve currency.

All in all, the increased interest costs on the national debt are an unsustainable and major problem in the U.S. budget. Because interest payments cost the country more than $1 trillion each year and fewer people want to buy government bonds, the nation risks a debt crisis unless actions are taken soon.

Debt Ceiling and Political Challenges

The debt ceiling is a limit that members of Congress create to control the amount of money the government can borrow to satisfy current debts. Such obligations are Social Security, Medicare, paying military people, interest on the country's debt, tax refunds and several government promises. Instead of limiting government spending, the debt ceiling is now mostly used for political purposes by members of Congress.

Over the past 60 years, Congress and the White House from both political parties have raised or suspended the debt ceiling more than 70 times. By always adjusting the limit, it shows that it has failed to stop the growth of the national debt but regularly leads to political debates. Whenever the debt ceiling is touched, Congress must either raise it or risk stopping the government or failing to pay the debt—a move that could cause huge global problems.



Rather than promoting proper budgeting, the discussions over the debt limit more often help political parties pursue their favorite policy goals. Passing the "One Big Beautiful Bill" law recently has added to the worries about fiscal matters. The bill will provide big tax cuts for the rich and extra spending on the military which are major reasons the national debt is getting higher. Government analysts cautioned that the bill's cost alone to the deficit will severely undermine any benefits of the debt ceiling in future years.

While politicians discuss how dangerous it is to break the debt limit, they continue to make laws that raise debt without finding ways to reduce it elsewhere. It points to a more serious problem in dealing with long-term budget problems. There has been a consistent lack of care about running up sustainable debt on both sides which means the regular debt ceiling crises only increase government uncertainty and weaken confidence in U.S. finances worldwide.

Instead of checking government spending, the debt ceiling has become a hot topic in political fights. The country keeps facing unsustainable debt because Congress adjusts the law repeatedly and approves costly, irresponsible bills that do not match politicians' promises.

Potential Economic Consequences

Many in financial and economic areas are raising alarms due to the American national debt, now well over $36 trillion. Ray Dalio and several other prominent experts have pointed out that unsustainable debt could trigger an "economic heart attack" — a term for a fast and severe financial collapse.

The government's funding for its budget deficits depends on U.S. Treasury bonds and demand for them is now falling. A downturn in U.S. fiscal stability may make foreign investors such as China and Japan, less interested in buying U.S. debt. In such an instance, the U.S. government must give higher interest rates to capturing buyers. Doing this would make it much more expensive for the government to pay back their current debt, making federal finances even tighter.

THE TIMES OF INDIA

US economic slowdown fears escalate as trade war and debt woes weigh on markets

TIMESOFINDIA.COM | Mar 15, 2025, 04:01 PM IST

The US economy is facing increasing fears of a slowdown, with stock markets spiralling downward amid growing concerns over President Donald Trump's escalating trade war. The Nasdaq Composite has entered correction territory, falling more than 10% from recent highs, while the S&P 500 teeters on the edge of the same level. The Dow Jones Industrial Average is also showing signs of a downturn, reflecting heightened uncertainty about the nation's economic future.

The latest data from the Federal Reserve Bank of Atlanta's GDP now model paints a grim picture, revising its first-quarter growth forecast from a 2.4% expansion to a 2.8% contraction, spurring fears that a recession could be on the horizon, according to an ET report.

As it happens, the debt cycle, called a debt spiral, causes greater problems when borrowed money is used only to repay what was owed instead of creating new wealth. When interest costs on federal debt grow, less is available for spending on infrastructure, healthcare, education and social programs. En makes it more difficult for a country to grow economically long-term and maintain social security.

Letting this debt-creating cycle go on has the strong potential to result in serious problems. Any significant decline in folks' belief in the U.S. economy could cause the dollar value to drop, lead to a stampede out of bonds and bring about high inflation. Because of these trends, there is a risk of serious recession and even the occurrence of a full financial crisis. If interest rates climb, people and companies will have to pay more for borrowing which will lower their spending and investments.

Also, a major financial surprise would make it much harder for the government to react effectively since it is already under a lot of financial stress. Unlike earlier recessions, where stimulus was used to lift the economy out of trouble, it might not work the same today because of high debt and less confidence among investors.

The U.S. is at great economic risk if its debt trend goes unchecked with no major changes. Encouraging action right now is important, given the strong messages from leading economists and financial professionals. Inaction in the area of fiscal management could threaten the nation, resulting in a lack of faith in its economy, creating a recession, financial problems and lasting damage to how other countries view its economy.

Impact on India and Global Markets

The rising debt crisis in the U.S. is bad for the American economy and for global stability and especially for emerging countries such as India. International markets are so closely tied that significant problems in the US economy will soon reach other nations, with India among those especially affected.

FII is a main method by which the U.S. debt crisis could influence India. A large share of the investment in Indian equity markets comes from U.S.-based financial institutions. Should there be a financial problem in the U.S., these investors are predicted to shift their capital out of India and into American Treasury bonds. During the 2011 U.S. debt ceiling standoff, a near 10% drop in Indian stock markets made many investors uncomfortable, since expenditure by FII companies helped boost Indian markets for years.

The Indian rupee is another part of the story that's important. Rising panic purchases of U.S. dollars around the world may cause crude oil which India buys in dollars, to get pricier. India becomes weaker when buying from other countries and this often leads to large inflation which raises the living and manufacturing costs in India. Corporations with many foreign currency loans are impacted by a fluctuating rupee.

Part of the country's $237 billion worth of foreign exchange reserves is held as U.S. government bonds. Should U.S. debt start to cause disbelief in its creditworthiness, the price of American bonds could drop, leading to a big drop in India's foreign exchange reserves. The government's action would reduce India's financial resilience and could limit the Reserve Bank of India's ability to manage the rupee or help the economy during international turmoil.

To add, struggles related to U.S. debt could disrupt worldwide trade and capital movements which could negatively impact India's efforts to recover and grow. Consequently, the soundness of the U.S. economy affects everyone around the world, carrying direct consequences for India's markets, currency, surging prices and budget solutions.

Outlook and Possible Solutions

With the national debt past $36 trillion and quickly rising, the economy's future faces an increasing number of risks. Officials are handling a tough situation: they must address the country's debt level and safeguard the financial system, both locally and abroad. The Federal Reserve intends to keep using Quantitative Easing (QE) to help deal with this challenge. This plan is created to cause interest rates to fall, aid economic growth and help the money market to remain liquid.

Although QE manages sudden loan rate raises and gives markets confidence for some time, it doesn't address the financial trouble in the economy. Over the long run, helping one type of economy too often can actually deepen the problems of the other. When the U.S. government prints extra money to cover their debts, it can raise inflation, lower the value of the dollar and shrink how much Americans can purchase. If central banks over rely on QE, it could weaken the U.S. dollar and result in serious troubles around the world.

There is widespread concern that, if fiscal discipline and reforms are not applied, interest payments on U.S. debt are likely to get so high that they eat up more and more revenues. It creates less space for public funding, weakens the economy's ability to bounce back and makes it more likely for a deep recession.

Experts in economics and analysis are worried that ignoring the debt could lead to a worldwide recession as bad as the one seen in the Great Depression.

They are still cautiously optimistic that a major collapse won't happen soon. Both the size and strength of the U.S. economy continue to be great, building on the country's extensive resources and firm institutions. But the signs are getting easier to see: There are growing deficits, more interest has to be paid on debt, political disagreements make change hard and there's less room for error. The steps ahead are possible only if there is accountability in spending, cooperation among parties and improvements in tax laws. Bringing entitlement costs under control, reviewing taxes to guarantee fair collection and reducing pointless spending are necessary. Looking ahead, proper debt management depends on strong, sustained planning so unusual issues today do not worsen into a bigger issue tomorrow.

Teaching Notes

1. Synopsis

in this case study, we discuss how the U.S. national debt has exceeded $36 trillion which is now around 120% of the country's GDP. The commission examines the main reasons for growing debt, including shortcomings in natural government spending, heavy spending on defense and entitlements, tax cuts given to the rich and increasing interest bills. The case describes the ongoing difficulties from politicians not acting, from discussing the debt ceiling and from the falling global demand for U.S. Treasury bonds. It reveals the international effects, for example in India which experiences the impact of U.S. technology through changes in its finances and foreign exchange activities. Lastly, potential actions and future prospects are weighed and a warning is given that a financial crisis might develop if fiscal reform does not occur.

2. Keywords: U.S. National Debt, Fiscal Deficit, Quantitative Easing, Treasury Bonds, Global Economy, Financial Crisis, Emerging Markets, Income Inequality, Interest Payments, U.S.-India Economic Relations

3. Target Audience

MBA students and Executive MBA students, specializing in finance, economics and international business Students pursuing a bachelor's degree in business or commerce (Advanced Macroeconomics, Public Finance). Public Administration, Political Economy - Policy Studies Students. Officials from the government and financial sector are participating in training sessions

4. Learning Objectives

By analyzing this case, students should be able to:

Immediate Issues:

- Understand the components and magnitude of U.S. national debt.
- Identify how budget allocation and policy choices impact fiscal sustainability.

Underlying Issues:

- Try to predict what happens to a country's economy if instead of paying down debt, it has to commit more funds to interest.
- Review how changing economic conditions and geopolitics throughout the world and particularly in India, may influence global markets.
- Appreciate how political decisions (debt ceiling and changes in tax laws) affect the economy.

Learning Objectives:

- Examine the explanations for America's national debt and look into its structure.

- Analyze the chances that higher interest bills may be problematic and that less people will want to buy bonds.
- Look into the debt spiral and the situations it creates for the economy.
- Look at the effects of U.S. economic rules on global financial markets in India.
- Identify and examine practical fiscal and monetary actions aimed at managing national debt long term.
- Encourage careful thought about the way countries are connected economically worldwide.

5. Discussion Questions

1. Why did America's debt increase to $36 trillion and how has its form changed over time?
2. What part do defense spending and entitlement programs play in the imbalance of the federal budget? Should we reconsider how we view these proposals?
3. How much have tax rules played a role in increasing both debt and income inequality in the United States?
4. What dangers do rising interest charges on national debt have for the economy? How does this help cause a debt spiral?
5. How do U.S. Treasury bonds help control the country's budget deficit and what is likely to happen if China and Japan demand fewer U.S. Treasury bonds?
6. In what way does the debt ceiling work in reality and why does it serve as a political measure rather than an economic one?
7. How might a U.S. debt crisis cause changes in India's economy and financial sector? The report should mention historical cases and risks.
8. What can be done to address or lower the U.S. debt? Are it possible to carry out quantitative easing, reforms to the tax system and spending reductions?
9. In what ways U.S. debt pattern today a concern for the international financial system? Is this crisis like the 2008 Financial Crisis or the Great Depression in any way?
10. Should India and other emerging countries lower their investment in products offered by U.S. debt markets? What different choices might these nations use to help their economies?

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Pricing to Penetrate: Netflix India's Mobile-Only Strategy in the Battle for Streaming Supremacy

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Opening Vignette

It was April 2024, and Monika Shergill, Vice President of Content at Netflix India, sat in her Mumbai o$ice, poring over the latest subscriber numbers. The mood was cautiously optimistic: the new ₹149 mobile-only plan had sparked a surge in sign-ups, especially from smaller cities and towns. Yet, beneath the surface, there was unease—a 15% dip in average revenue per user (ARPU) had set o$ alarms at global headquarters. As Netflix's leadership pressed for profitable growth, Shergill faced a pivotal decision: Should Netflix double down on low-cost expansion, or recalibrate to protect its premium brand?

Net☰ix: A Global Powerhouse

Netflix's journey began in 1997 as a DVD rental business in the US. Over the next two decades, it reinvented itself as a streaming giant, disrupting how the world consumed entertainment. By 2024, Netflix operated in over 190 countries, renowned for its slick user experience, original series like Stranger Things and The Crown, and a consistent, premium brand. Localized content became a cornerstone of its international strategy, helping Netflix connect with diverse audiences worldwide1.

The Indian OTT Landscape

India's streaming market in 2024 was a whirlwind of competition. With over 700 million internet users and the world's lowest data costs, India was a tempting prize for global and local OTT platforms. Consumers were price-sensitive, multilingual, and spoilt for choice. Amazon Prime Video bundled streaming with shopping and music; Disney+Hotstar drew crowds with cricket and Disney content; JioCinema, bankrolled by Reliance, o$ered premium content for free; and YouTube dominated with its endless, vernacular-rich library. In this crowded field, brand loyalty was fleeting, and value mattered most1.

Netflix's India Journey: Learning the Hard Way

Netflix entered India in 2016, bringing its global playbook and premium pricing. The initial response was lukewarm—urban elites enjoyed the international catalog, but high prices and limited local content kept the masses away. Recognizing its missteps, Netflix gradually invested in Indian originals like Sacred Games and Delhi Crime, which won critical praise but didn't immediately translate to mass adoption. In 2019, Netflix launched a ₹199 mobile-only plan, acknowledging India's mobile-first habits and price sensitivity. This was a turning point, but the real test was yet to come1.

The 2024 Pricing Reboot

In early 2024, Netflix slashed its mobile-only plan to ₹149, targeting the vast population in Tier 2 and Tier 3 towns. The plan o$ered standard definition streaming on a single smartphone, with access to the full Netflix library. To sweeten the deal, Netflix ramped up regional content, dubbing international hits and producing new shows in local languages. Partnerships with telecom giants like Airtel and Jio bundled Netflix with prepaid data packs, making sign-up seamless. Marketing campaigns leaned on local influencers and relatable stories, signaling Netflix's intent to blend in with Indian taste.

Performance Metrics and Trade-o6s

The ₹149 plan delivered a 35% year-on-year jump in subscribers in Q1 2024, with 40% of new users opting for the mobile-only plan. But there was a catch: ARPU fell by 15%, raising questions about long-term sustainability. While engagement with regional content was strong, mobile-only users showed lower completion rates and sporadic viewing habits. Churn rates dipped slightly, thanks to auto-renewals and bundled plans, but the depth of user engagement lagged Netflix's core base. The mobile plan brought in numbers, but not all new users were deeply invested in the platform1.

Competitive Dynamics

Netflix's pricing reset came as rivals upped the ante. JioCinema o$ered free access to blockbuster content, including IPL cricket, resetting consumer expectations. Amazon Prime bundled streaming with shopping for a nominal fee, while Disney+Hotstar remained a favorite for sports and family content. YouTube continued to dominate with its free, ad-supported, and hyper-local content. In this environment, Netflix's subscription-only model looked increasingly vulnerable. Competing required more than price cuts—it demanded fresh thinking on content, distribution, and monetization1.

Netflix's Dilemma

The core question for Netflix India: Should it keep pushing the ₹149 plan, risking further ARPU erosion and brand dilution, or pivot to a hybrid model? Internally, options included launching an ad-supported tier (as seen in Western markets), deepening telecom bundles, or co-producing more regional content. Each path had risks: Would ads alienate premium users? Would bundling erode Netflix's standalone appeal? Could deeper localization compromise its global identity1?

Decision Point

As Monika Shergill prepared for Netflix India's mid-year review, she faced a complex choice. Extending the mobile plan could sustain growth but might stretch content budgets and reduce revenue. An ad-supported model could attract new users but disrupt Netflix's ad-free experience. Bundling with other platforms o$ered reach but less control over user engagement. The decision would shape not just Netflix's future in India, but its playbook for other emerging markets1

Exhibits

Exhibit 1: Netflix India Subscriber Growth vs ARPU Trend (2021–2024)

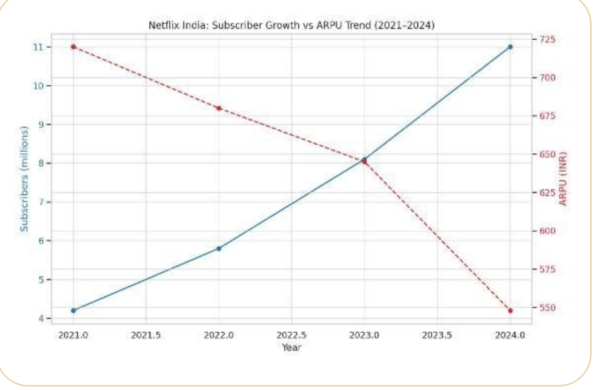


Exhibit 2: OTT Market Share in India (2024): Netflix vs Prime Video vs Hotstar vs JioCinema

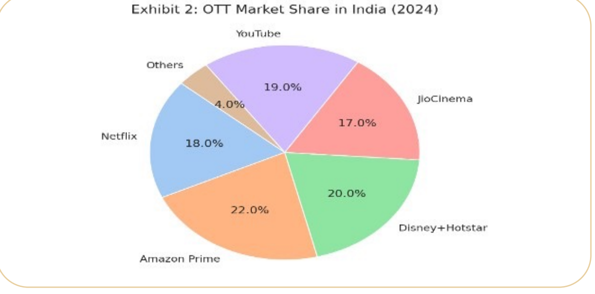


Exhibit 3: SWOT Analysis of Netflix India's Mobile-Only Strategy

Strengths	Weaknesses
Strong global brand image	Declining ARPU due to lower pricing
High-quality and diverse content	Limited local relevance initially
Superior UI/UX and technology	Late localization efforts
Innovative pricing strategy	Perceived as premium and expensive

Opportunities	Threats
Tap into non-metro mobile users	Intense price-based competition
Expand regional language content	Content piracy and digital fatigue
Ad-supported tier for monetization	User churn from mobile-only low loyalty

Opportunities	Threats
Partnerships with telcos	Rival bundling strategies (Amazon, Jio)

Exhibit 4: Netflix India Content Investment (Regional vs Global Titles, 2019–2024)

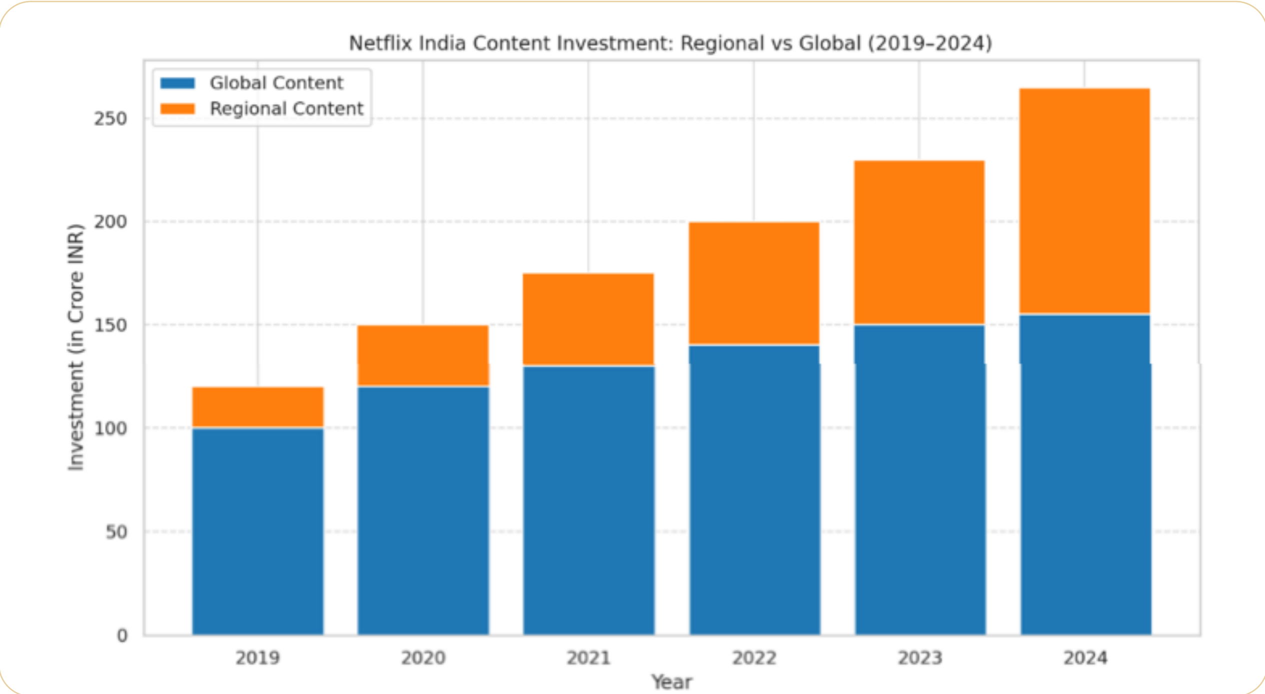
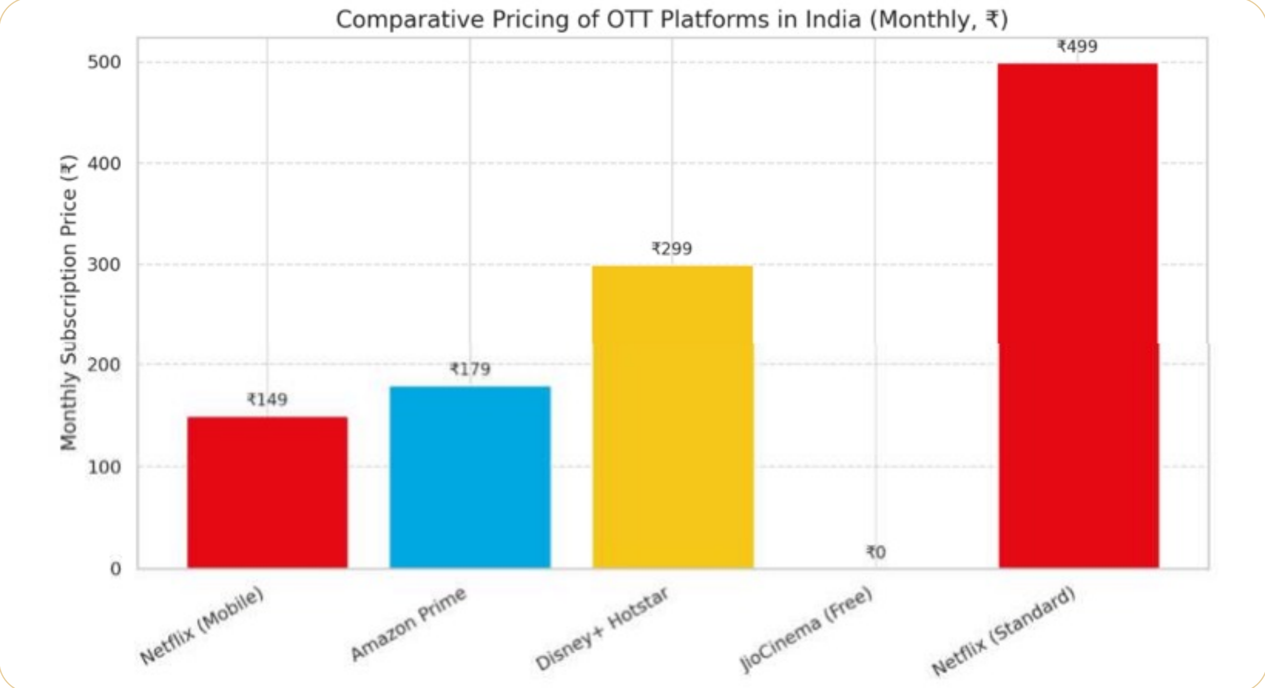


Exhibit 5: Comparative Pricing Matrix of OTT Platforms (Q2 2024)



Discussion Questions

1. What are the strategic implications of Netflix India's ₹149 mobile-only plan?
2. Should Netflix launch an ad-supported tier to increase reach and revenue?
3. How can Netflixmaintain its premium positioning while operating in a value-driven market?
4. What bundling or partnership strategies should Netflix explore to compete with Amazon, JioCinema, and Disney+Hotstar?
5. What should be Netflix's long-term approach to sustaining subscriber growth in India1?

Teaching Note

Case Synopsis:

This case explores Netflix India's 2024 pricing shift, focusing on the trade-o$s between growth and profitability, localization, pricing models in emerging markets, and competitive dynamics in a crowded OTT landscape.

Target Audience:

MBA/EMBA programs—courses in Strategic Management, Marketing Strategy, International Business, Pricing Strategy, and Emerging Markets.

Learning Objectives:

- Understand the growth vs. profitability trade-o$ in emerging markets.
- Analyze pricing strategies and customer segmentation.
- Evaluate competitive dynamics in digitally disruptive industries.
- Explore how global companies localize strategies.
- Examine bundling, ad-supported models, and partnerships as strategic options.

Assignment Questions:

(See Discussion Questions above.)

Suggested Class Plan (90 minutes):

- 0–10 mins: Opening reactions and framing the decision
- 10–30 mins: Analyze subscriber and ARPU trends, market share (Exhibits 1 & 2)
- 30–50 mins: Group SWOT analysis and trade-o$s
- 50–70 mins: Debrief on strategic options (ad-supported, bundling, localization)
- 70–90 mins: Instructor synthesis and recommendations

Instructor Insights:

- The ₹149 plan democratizes access but lowers ARPU; balancing scale and profitability is key.
- Maintaining a premium image while appealing to the mass market is a paradox; product tiering and segmented marketing can help.
- Netflix faces strong competition from Amazon and Jio's bundling, and YouTube's free model; its value proposition must evolve.
- An ad-supported tier could help monetization but risks alienating premium users unless clearly segmented.
- Telecom bundles are promising for reducing acquisition friction.

Evaluation Criteria:

- Depth of Competitive Analysis
- Clarity of recommendations
- Consideration of trade-o$s
- Use of case data and exhibits
- Innovation and practicality of solutions1

A Strategic Approach: Case Study of Happiest Minds Technologies

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Organizational Context

Happiest Minds Technologies Ltd. was founded by IT industry veteran Ashok Soota, which was built in 2011. The company was founded based on the core values of health and happiness, with focus primarily on expanding the business globally by providing technology at a cost-efficient value. The company aims to ensure employee well-being, with a customer-centric innovation, and digital transformation driven by purpose. The company with a tagline "Born Digital, Born Agile", headquartered in Bengaluru, has been offering a wide range of services ranging from Digital Business Services (DBS), Product Engineering Services (PES), and Infrastructure & Security Services (ISS). Even during the times when similar faces challenging times and struggled for their existence, Happiest Minds excelled in its journey, due technological edge and incomparable competencies. The company has a strong work culture and deep connections with its stakeholders all across the business dimensions. Further, within 11 years of its existence, the company had earned a remarkable revenue crossing 1400 crore and a very high employee retention ratio speaking large volumes about the companies work culture. In fact, in the year 2024, the company has been recognized as amongst the best companies for women in IT in India. It has been also recognized among the top 100 best workplaces in India.

Specific Area of Interest

The case dives into the intersection of leadership philosophy, strategic agility, and organizational identity, with a special focus on how a mid-sized IT company like Happiest Minds can scale without compromising its core cultural DNA. On the social media pages, the company defines itself as a mindful IT company with next generation digital transformation. The recent fourth quarter results depict whopping profits in the company's books of account, supporting their growth and transformation journey. The company has offices in the US, but there are future plans to expand the business base in Europe, UK and Singapore as well.

As the company entered its second decade, questions about strategic expansion, talent retention, innovation positioning, and operational scalability began to surface more visibly. Investors wanted faster growth; clients demanded deeper AI capabilities; competitors were consolidating through acquisitions. Amid this, Happiest Minds had to rethink its growth strategy without diluting its identity. Happiest Mind Technologies have entered into partnering with their clients for creating Generative AI based solutions. These solutions aim to increase efficiency, provide customized solutions for complex business problems and improvise the existing solutions along with continuing with the existing systems. The AI platforms aim to address the reasoning and problem-solving challenges which lie ahead for the companies. The company has been serving a wide range of sectors ranging from retail, ed-tech, hi-tech, media, entertainment, industrial and manufacturing, BFSI, healthcare, infrastructure, security and so on. The services offered by the company range from engineering, consultancy, infrastructure management and testing services.

Specific Problem or Decision

In April 2024, the company had received two major acquisition offers- one from a US-based cyber security firm looking to acquire Happiest Minds' Infrastructure & Security Services vertical to build a consolidated global platform and another from a PE firm offering capital infusion in exchange for a significant board seat and aggressive margin targets. The company had a third strategic option as well to choose which included positioning the company as a product innovations based company rather than just focussing on being a service based company. Ashok Soota, Executive Chairman of the company had a challenging brainstorming time pondering about two important questions:

- How to balance the interest of the stakeholders especially the investors and continue to focus on employee centric philosophy?
- What should be the write method to expand the company -by fostering product/service innovation or to taking the path of acquisitions?

Source: Fig. 1.1: Happiest Mind Technologies Company's Website

Challenges Ahead

The company has to deal with a wide range of challenges ranging from selling one of the business verticals to a global company and redeem the profits in order to focus on expanding the other verticals of the company. This would provide avenues for focusing on the strengths and more specialized operations, while losing a vertical may lead to uncertainty amongst employees as well as cultural fragmentation.

The company could also bring strategic investors on board in order to expand further. More focussed leadership will ensure purposeful decision-making, larger profits and diversified risk Also, rather than just being a service based company, Happiest Minds could also venture into a product innovation based company.

Happiest Technologies, being started as an IT service management company has been exploring a couple of options ranging from setting up an AI lab, merging up within another company to scale globally or to retain full ownership so as to sustain strategic freedom.

Conclusion

Finally, after a series of discussions and deliberations the company ultimately launched “Happiest GenAI Studio” an intrapreneurial initiative by the millennial leaders while retaining the company’s strong values and the work culture fostering ethical values and serving the stakeholders in the best possible manner. The company also aspires to divest these profits towards employee wellness and innovation, thus strengthening the company’s cultural landscape.

The management has been keen to focus on two areas, mainly technological innovations and cultural sustainability. More and more stakeholder engagement has been seen as the next five-year roadmap towards sustainable scaling, client co-innovation, and investor engagement.

Teaching Notes

Synopsis

This case study explores the strategic changes taking place in Happiest Minds Technologies, the alternative business choices the company had and the process which they took to finally filter down the journey towards growth and transformation. The case study examines the focus of the company on two main areas, namely, technology and culture, while scaling the company to greater heights. The company’s plan to enter product innovation along with service management explain the strategy of vertical divestment and internal innovation. The case study provides a brain-storming experience to the learners to ponder over the strategic challenges, the need to balance technology, innovation along with the strong desire to retain cultural legacy. The strategic choices which were ahead of the company were about an external opportunity and on the other hand it was internal innovation.

Keywords:

IT services, India, Digital transformation, corporate culture, Strategic growth, GenAI innovation, social entrepreneurship, Leadership, M&A strategy, Organizational identity

Target Audience

- The learners of the MBA Program (Strategy, Entrepreneurship, Organizational Behavior)
- The participants of Executive PGDM / EMBA programs

- Corporate Leadership Programs (mid-level to senior management)
- M.A. in Business Psychology or Human Resource Strategy

Learning Objectives

The learner will be engaged in the case study solving process. The learners will be engaged in the analysis of the strategic decision making in the case of Happiest Mind Technologies. The different tasks in which learners will be engaged during the process would be-

1. Examine the leadership factors which influenced strategic decision-making.
2. Analyze the cost benefit analysis between two alternative strategic choices amongst cultural sustainability and financial scale.
3. Exploring the possibilities for mid-sized firms to leverage their resources while taking large amounts of risks to challenge themselves with internal innovation to scale the business to large heights.
4. Understanding the long-term implications of strategic decisions like mergers and acquisitions, the trade-offs between retaining organizational freedom and carrying forward cultural legacy.
5. Reflect on the integration of mindfulness and modern technology in business strategy to attract the highest possible interest of all the stakeholders of the business.

Discussion Questions

1. What are the suggestions for a mid-sized IT service management firm looking for scaling the business while retaining the cultural legacy?
2. How would you analyze the risks and rewards associated with the internal innovation initiative of the company by setting up the AI lab?
3. In your opinion, out of the two options which option should Happiest Minds have considered whether selling one vertical or taking external capital? Why or why not?
4. Analyze the challenges faced by the leaders in such an organization while balancing the expectations of shareholders, employees, and customers?
5. What are your suggestions for the company if they want to continue to lead on the path of scalability and transformation with the culture of mindfulness and continuing technological innovations?

DYP DPU

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Center for Case Development

The Center for Case Development of Dr. D. Y. Patil B-School is committed towards rising as a source of quality as well as context-driven cases documented from diverse businesses and management areas. The Center for Case Development strives to promote the culture of case development and motivating academicians and practitioners to contribute towards developing cases and case interviews. Our constant efforts are to provide platforms for publishing developed cases, case titles, video cases and case interviews. The motive behind establishing the Center for Case Development is to permit the learners to apply ideas and insights from theory to the real-life issues and problems content in the Case.

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