

CASE STUDY ONE-COORDINATION IN MANAGEMENT

EMINENT INDUSTRIALIST Deena Nath Jhunjhunwala said that better coordination between management and employees was a must for the success of any institution. He was addressing the inaugural function of a six-day quality improvement programme on 'Knowledge Management' for the teachers of AICTE recognised management institutes at Faculty of Management Studies in BHU. "Never try to show your sub-ordinates inferior, give credit of your success to your sub-ordinates, one should always try to win the confidence of sub-ordinates, a manager should never get angry, should inculcate team spirit among each and every worker. Labour is the capital and exploit time and labour at optimum level," Jhunjhunwala told the participants of the programme. He said that the managers should win the confidence of their sub-ordinates and let them realise their potential and capabilities to get better results. "An employee does not work for salary alone and therefore a good manager should always give proper respect to the sub-ordinates," he added. He said that without knowledge there was no action and no result could be obtained without transforming knowledge into action. Jhunjhunwala said that the correct and optimum use of knowledge was 'knowledge management' and one should always apply the knowledge for a good purpose. (HINDUSTAN TIMES)

1. According to Deena Nath Jhunjhunwala, what is crucial for the success of any institution?	<ul style="list-style-type: none">• A) Strict hierarchy• B) Better coordination between management and employees (Answer)• C) Competitive work environment• D) Employee superiority
2. Where did Deena Nath Jhunjhunwala address the inaugural function of the quality improvement programme on 'Knowledge Management'?	<ul style="list-style-type: none">• A) Indian Institute of Technology• B) Faculty of Management Studies in BHU (Answer)• C) AICTE Headquarters• D) National Institute of Management
3. According to Jhunjhunwala, what should a manager avoid to ensure better coordination with subordinates?	<ul style="list-style-type: none">• A) Showing superiority• B) Getting angry (Answer)• C) Ignoring teamwork• D) Withholding credit
4. What does Jhunjhunwala emphasize about employees and their motivation in the workplace?	<ul style="list-style-type: none">• A) Employees work only for salary• B) Managers should instil fear for better results• C) Employees need proper respect (Answer)• D) Managers should focus solely on exploiting labour for capital

****Multiple Choice Questions (MCQs): ***

- **What is coordination in management? ****
 - A) Micromanaging tasks
 - B) Integration and harmonization of activities (Answer)
 - C) Setting individual goals
 - D) Conflict creation among teams
- **Why is coordination important in an organization? ****
 - A) It promotes individualism
 - B) It encourages resource wastage
 - C) It ensures efficient use of resources and achievement of objectives (Answer)
 - D) It limits communication between departments
- **Which factor affects coordination related to the organization's design and functioning? ****
 - A) Effective communication
 - B) Organizational structure (Answer)
 - C) Clear objectives
 - D) Teamwork
- **What is one method of coordination that involves face-to-face communication? ****
 - A) Coordination through Committees
 - B) Coordination through Planning
 - C) Direct Contact (Answer)
 - D) Coordination through Liaison Officers

CASE STUDY TWO-INSURANCE

Motor insurance: Taking steps to prevent and minimise loss (HINDUSTAN TIMES) IRDAI suggests non-profit body for mapping major accident spots, using telematics to assess risky behaviour and standardising vehicle repair cost. Insurance Information Bureau of India (IIBI) has been providing claims search functionality with wide usage among industry, with hits crossing the one-crore mark in FY20 helping in substantial savings for the industry. The Insurance Information Bureau of India (IIBI) has been providing claims search functionality with wide usage among industry, with hits crossing the one-crore mark in FY20 helping in substantial savings for the industry. In order to reduce loss ratios in general insurance, especially in motor insurance, a working group of the insurance regulator has recommended setting up a not-for-profit organisation which will promote safety and loss prevention. The 10-member working group of Insurance Regulatory and Development Authority of India (Irdai), which was set up in December 2019, has underlined that it would be in the interest of both the insurer and the insured to ensure that losses are prevented in the first place and should losses occur, the insured take immediate steps to minimise it. This report said this proposed body, to be promoted by Irdai as the industry, should initially work in the areas of property and motor insurance. "Loss prevention and minimisation activities are part and parcel of what the insurers do, as it helps improve their claims experience in various ways. Starting from risk assessment to payment of claims under a policy, insurers seek to take steps to prevent and minimise losses. They take the help of experts to carry out risk assessment wherever required and suggest risk improvements," the report says.

1. ****What does the working group of Irdai recommend to reduce loss ratios in motor insurance? ****
 - A) Increasing insurance premiums
 - B) Setting up a not-for-profit organization for safety and loss prevention (Answer)
 - C) Reducing coverage for motor insurance
 - D) Ignoring loss prevention measures
2. ****According to the report, why is loss prevention essential for both insurers and the insured? ****
 - A) To increase insurance premiums
 - B) To promote risky behaviour
 - C) To ensure losses are prevented and minimized (Answer)
 - D) To avoid motor insurance altogether
3. ****Which areas does the proposed not-for-profit organization, promoted by Irdai, initially focus on according to the working group? ****
 - A) Health and life insurance
 - B) Property and motor insurance (Answer)
 - C) Travel and pet insurance
 - D) Liability and business interruption insurance
4. ****What role does the Insurance Information Bureau of India (IIBI) play in the insurance industry, as mentioned in the passage? ****
 - A) Setting insurance premiums
 - B) Providing claims search functionality (Answer)
 - C) Reducing loss ratios
 - D) Promoting risky behaviour among insurers
5. ****Why does the working group emphasize loss prevention and minimization activities for insurers? ****
 - A) To increase insurance premiums
 - B) To improve claims experience and reduce losses (Answer)
 - C) To discourage insured individuals
 - D) To prioritize risky behaviour for higher profits

CASE STUDY THREE-FINANCIAL MANAGEMENT

Kinetic Green Looks to Raise \$30-40 m

Plans to build new plant, launch more electric 2-wheelers, says CEO

Mumbai : Kinetic Green, the EV making arm of Kinetic Group, is looking to raise \$30-40 million (₹249-332 crore) as it scales up the business by building a new manufacturing plant and launch new e two-wheelers, and reach a 1-million-unit-mark over the next five years, Sulajja Firodia Motwani, founder and CEO of Kinetic Green, told ET.

On Monday, the company entered the high-speed e-two-wheeler segment with the Zulu e-scooter priced at ₹94,990. Kinetic also plans to bring back its once-popular Luna brand in an electrified avatar next year.

The Zulu also comes with a subscription model, lowering its acquisition price to ₹69,000. Motwani said the company is preparing for the time when the government decides to further taper down or even eliminate the subsidy regime, which will result in a 25% increase in electric two-wheelers when compared to the ICE variants.

Kinetic Green is looking to launch another e-scooter in the premium category in a year. The Zulu is the company's first locally made offering in the high-speed scooter segment. It has been selling Zip and Zoom low-speed scooters since 2021.

Encouraged by the growing demand for EVs, a Kinetic Group company, plans to open its second manufacturing facility in Supa, near Ahmednagar in Maharashtra, with a capacity of 1 million units and a total investment of ₹500 crore.

“Over the last few years, we have done a lot of groundwork to build the business. We have been profitable at the EBITDA level and have not gone in for the cash-burn model. Now if we pump in capital, it will give us scale,” said Motwani. The fundraising will be done by the end of the current financial year.

Since 2021, Kinetic Green has sold 100,000 EVs (e-three-wheelers and e-scooters) worth ₹1,000 crore. It envisages selling 40,000 Zulus in the next 12 months.

Kinetics' entry into the competitive e-two-wheeler market where Ola Electric leads, will be yet another attempt by the Pune-based manufacturer to get into the mainstream two-wheeler market since it exited the joint venture with Honda in 1998. Its subsequent attempts—of going solo, followed by a partnership with Mahindra & Mahindra—didn't yield the desired results

Question 1: What is the primary purpose of Kinetic Green's plan to raise \$30-40 million?

- a) Short-term financial stability
- b) Long-term investment in research and development
- c) Funding daily operational expenses
- d) Scaling up the business with a new manufacturing plant and electric two-wheelers

Question 2: In the context of long-term investment, what is the significance of Kinetic Green's goal to reach a 1-million-unit-mark over the next five years?

- a) Maximizing short-term profits
- b) Increasing market share over the long term
- c) Meeting quarterly financial targets
- d) Minimizing production costs

Question 3: How does the introduction of the Zulu e-scooter align with a long-term investment strategy?

- a) Focus on short-term gains
- b) Diversification of product portfolio
- c) Meeting immediate market demands
- d) Minimizing working capital

Question 4: Why might Kinetic Green's decision to bring back the Luna brand in an electrified avatar be considered a strategic move for long-term investment?

- a) Expanding into unrelated markets
- b) Capitalizing on the popularity of a well-known brand
- c) Meeting short-term financial goals
- d) Eliminating competition in the electric vehicle market

Answers:

- d) Scaling up the business with a new manufacturing plant and electric two-wheelers

- b) Increasing market share over the long term
- b) Diversification of product portfolio
- b) Capitalizing on the popularity of a well-known brand

CASE STUDY FOUR–FINANCIAL MANAGEMENT (FINANCING DECISION)

SpiceJet Board to Discuss Fundraising Plans Today Press Trust of India

New Delhi: Crisis-hit SpiceJet's board of directors will continue to discuss fundraising plans on Tuesday after it could only partially complete the agenda items on Monday.

On Monday, the no-frills airline's shares touched a 52-week high and ended with more than 10% gains on the BSE as investors were enthused by funding plans and the proposal to list the company's securities on the National Stock Exchange (NSE).

In an evening filing to the BSE, SpiceJet said its board on Monday "could only partially complete the agenda items and the meeting has now been adjourned to December 12, 2023 (Tuesday)".

Apart from options for raising fresh capital through the issue of equity shares and/or convertible securities on a preferential basis, the board will also consider the September quarter results, as per the filing.

The beleaguered airline promoted by Ajay Singh has been grappling with multiple headwinds, including issues with aircraft lessors and financial problems.

Question 1

What is the primary focus of SpiceJet's board meeting, as mentioned in the article?

- a) Discussing quarterly results
- b) Analyzing market trends
- c) Evaluating aircraft lessors' issues
- d) Considering fundraising plans

Question 2

Why did SpiceJet's shares experience a more than 10% gain on the BSE?

- a) Announcement of a new CEO
- b) Positive market sentiment
- c) Approval of quarterly dividends
- d) Enthusiasm about funding plans and NSE listing proposal

Question 3

According to the article, what options will the board consider for raising fresh capital?

- a) Listing on the National Stock Exchange
- b) Quarterly financial results
- c) Issue of equity shares and/or convertible securities
- d) Market trends analysis

Question 4

Why has SpiceJet been facing financial challenges, as mentioned in the article?

- a) Lack of government support
- b) Issues with aircraft lessors and financial problems
- c) Inefficient marketing strategies
- d) Overemphasis on luxury services

****Answers: ****

1. d) Considering fundraising plans
2. d) Enthusiasm about funding plans and NSE listing proposal
3. c) Issue of equity shares and/or convertible securities
4. b) Issues with aircraft lessors and financial problems

CASE STUDY FOUR-PRINCIPLES OF MANAGEMENT(EQUITY)

Today, we live in a corporate world that is much more cognizant of women's needs. But these are probably the big corporates and forward-thinking companies, including startups that have been implementing such facilities and altering office structures and mindsets to cater to women employees. However, there are still gaps and there are still cobble stones that need to be changed in the workplace for women to thrive and grow in an environment that they are totally comfortable with.

Read more at:

https://economictimes.indiatimes.com/small-biz/hr-leadership/people/change-the-cobblestones-the-need-to-dismantle-a-system-stacked-against-working-women/articleshow/87841872.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

Question 1: In the context of the article, which management principle, as emphasized by Henri Fayol, is evident in the efforts of big corporates and forward-thinking companies to address women's needs and create a more inclusive workplace?

- a) Scalar Chain Principle
- b) Unity of Direction Principle
- c) Equity Principle
- d) Division of Labor Principle

Answer: c) Equity Principle

Question 2: According to the information provided, what is the current state of the corporate world regarding its consideration of women's needs, and what is the key challenge that still exists?

- a) The corporate world is entirely equitable, and no challenges remain for women employees.
- b) Some companies are implementing measures to address women's needs, but gaps and cobblestones still exist in the workplace.
- c) The corporate world has not changed its approach to women's needs, leading to an uncomfortable environment for female employees.
- d) All companies, including startups, have successfully altered office structures, eliminating all challenges for women in the workplace.

Answer: b) Some companies are implementing measures to address women's needs, but gaps and cobblestones still exist in the workplace.