

WHAT IS IT? - A Case Study

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Case Abstract

This is a hypothetical case about an organizational situation faced by an individual. This case is useful for academic learning especially in topics in Organizational Behaviour like OB model, Personality type, Motivation, and Communication. This can be used in HRM class to teach performance assessment, career planning and development.

This case has been developed by the research team of ASTHA School of Management.

Sharda Electronics Private Limited incepted in the year 2015, is a leading electronics company with annual turnover of over Rupees 200 Crores as on January 2018. It deals with a range of products right from the electrical appliances to bulb and switches including LED range of products.

The company has well organized hierarchy, and a team of highly dedicated and motivated members. The Company is operating with General Manager Mr. Gokulananda, who is looking after day to day operations of all the departments quite efficiently and his negotiation skill with the clients is par excellence. He is working with the help of his subordinate Assistant General Manager, Mr. Srinivas.

An unprecedented event happens which brings the company to a standstill and that is the sudden sad demise of Mr. Gokulananda in the month of March 2018. This sudden loss shocks the Management as much as the employees.

Management gives a thought to appoint a replacement for Mr. Gokulananda so that the operations and revenue of the company should not get hampered, moreover to instill the confidence among the clients as well as employees.

After a brainstorming by the top management, they decide that before hiring another General Manager for the company, some interim arrangement should be done and they appoint Mr. Srinivas as General Manager(in-charge) to take the onus of the company operations. But at the same time his designation as Assistant General Manager vis-à-vis his compensation package is kept intact.

Mr. Srinivas finds this new role very fascinating and gets ready to take up the challenge. His deliverables in his duties proves to be awesome. He does his job with utmost sincerity and with lot of dedication.

He meets the company clients to renegotiate the deals to augment the revenue generation process. He makes charismatic relationship with the company suppliers and vendors. Internally he keeps in touch with all the employees and the heads of all the departments so that their motivation level is boosted. Continuous meetings at various levels and departments ensure a better grip on the nitty-gritty of the entire business process.

This continuous process reaps benefits in terms of business process, sales revenue as well as people management. The company gradually gets an acquaintance with Mr. Srinivas and his dedicated work ethics. The company starts operating well and copes with the gap created due to the demise of Mr. Gokulananda.

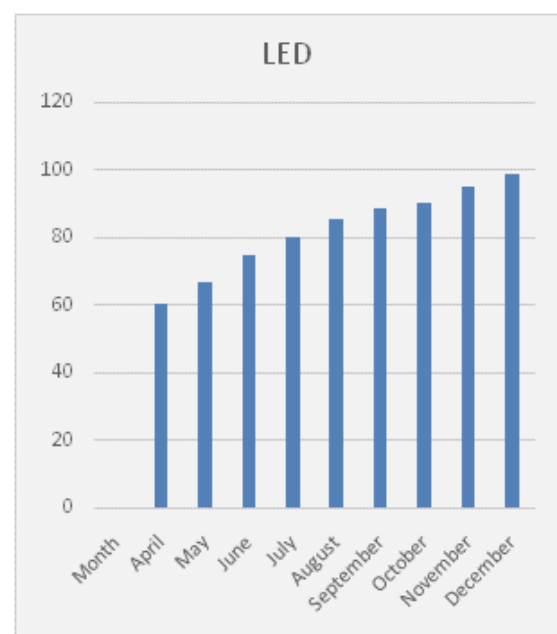
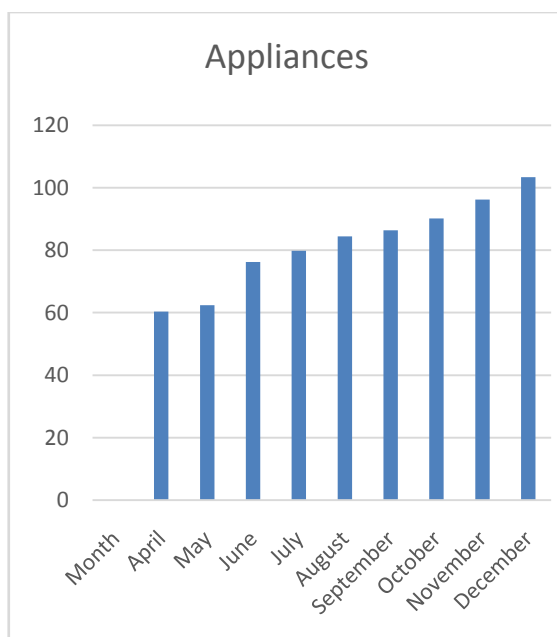
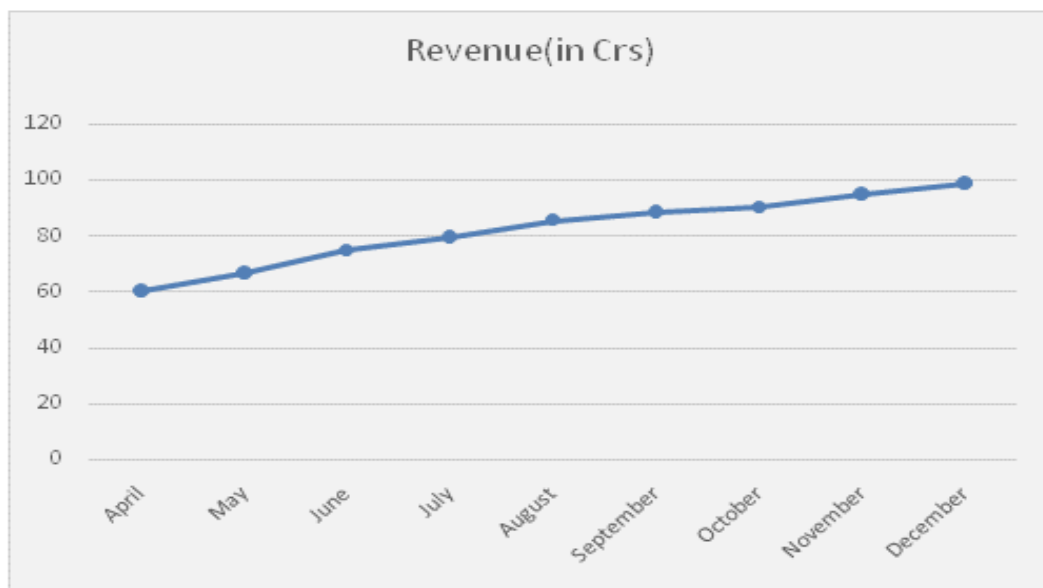
Over a period of nine months, the company resurges and Mr. Srinivas is able to resurrect not only company's reputation but also the growth of the company.

The growth indicators in all the segments of the company is in green and the company witnesses a radical positive change in the revenue, employee motivation and relationship with all the stake holders. This heightens the company brand as never seen before.

Below are some of the company statistics (growth indicators) which indicate the overall growth of the company, and the growth in each division during the tenure of Mr. Srinivas.

Over the period of nine months, revenue touched Rupees 350 Crores, which reflects the work accomplished by Mr. Srinivas.

Sharda Electronics Private Limited (2018)



The above graph reflects the overall growth of the company during the tenure of Mr. Srinivas, which has grown exponentially. At the same time individual products also started growing in a healthy rate. These credentials give Mr. Srinivas an upper hand in his operations and he is pretty satisfied with the growth of the company.

Now, the top management starts hunting for a General Manager. They scout and fetch a new General Manager from a number of applicants. At last they hire a new General Manager for the company.

This is a real shock for Mr. Srinivas. Despite having an exceptional performance, the Management does not seem to consider Mr. Srinivas eligible for the post of General Manager. His efforts to bring the company on the growth trajectory seems to have gone unnoticed.

Mr. Srinivas is frustrated and feels that management has not rewarded him for his diligent work-- taking the company to new growth path in the absence of Mr. Gokulananda.

As the new General Manager joins the company; the company policy warrants Mr. Srinivas to go back to his original position of Assistant General Manager's cubicle.

This really hurts Mr. Srinivas, who thinks that all his efforts and dedication has gone in vain and feels as if he is demoted for his work.

After sordidly recalling all the events, he is unable to stand up to the decision of management and resigns from the company.