

COMPENDIUM OF ABSTRACTS

From the second National Case Conference and Case Study Competition (2025)



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

About IIPA

Indian Institute of Public Administration (IIPA) was established in 1954 to expand knowledge in public policy and governance through applied research, education, and training. Its mission is to prepare administrators to serve the people of India effectively and efficiently. The Institute focuses on enhancing leadership and managerial abilities and fostering a strong service orientation. It aims to equip public servants with the necessary knowledge, skills, and behaviors for governance tasks. Therefore, IIPA collaborates closely with national and international organizations. The Institute has completed over 2,000 research projects in specialized governance areas and has conducted over 7,000 training programs, training over 1,27,303 individuals from various sectors. The Indian Institute of Public Administration (IIPA) has long championed the use of case studies as an educational tool since its inception. On March 25th, 1961, IIPA established a Committee on Case Studies comprising a senior administrator and a faculty member, which published numerous case studies on topics such as Panchayati Raj, Industrial Administration, Public Administration, Administrative Environment, and Decision Making.

CASES from the 2nd National Conference and Case Writing Competition 2025

A Compendium of Abstracts

To encourage case study writing, a dedicated scheme was launched on April 1, 1990, which provided honoraria for accepted submissions and annual awards for outstanding cases selected by a jury. Building on this tradition, the Indian Institute of Public Administration (IIPA) launched the *Bharat Journal of Case Studies* (BJCS) in 2024 on its 70th Founder's Day, and is now hosting the 2nd National Conference and Case Writing Competition.

The use of case studies is a powerful pedagogical approach that immerses students in real-world scenarios, enhancing their critical thinking and problem-solving abilities. By engaging with complex challenges, evaluating potential solutions, and articulating their findings, students gain valuable practical insights. The case method thus fosters a rich and impactful learning environment for both students and faculty.

This year, we are proud to have received over 100 case study submissions - a significant milestone for IIPA. The contributions came from a diverse pool of case writers, ranging from senior administrators such as the Director General, Chief Manager, HRMS & HRD, CRIS, Ministry of Railways, to faculty members including Professors, Associate Professors, Assistant Professors, and Deans. The conference also reflects the valuable participation of independent researchers, research scholars, postgraduate students, and young learners. This diversity of designations underscores the broad appeal and academic depth of the initiative, bringing together experience, scholarship, and fresh perspectives in case-based learning.

The first edition of BJCS was released by the Hon'ble Vice President of India and President of IIPA, Shri Jagdeep Dhankhar, on 29 March 2024, during the 70th Founder's Day celebrations of IIPA. A select number of high-quality submissions will also be considered for possible publication in the *Bharat Journal of Case Studies*. The BJCS is a peer-reviewed, bi-annual journal of the Indian Institute of Public Administration, New Delhi. It aims to publish high-quality analytical, evidence-based, problem-solving, decisional, and applied cases focusing on public policy, management concepts, Indian enterprises, and multinational corporations operating in India. The journal provides space for qualitative case study research.

Participating Institutions contributing Case Studies

- Indian Institute of Management, Bangalore
- Indian Institute of Management Indore
- Indian Institute of Management, Tiruchirappalli
- Indian Institute of Management, Sambalpur
- Indian Institute of Technology, Roorkee
- Indian Institute of Technology, Mandi
- National Law University, Jodhpur
- Jawaharlal Nehru University
- Shri Krishna Institute of Public Administration, Ranchi
- Ministry of Railways
- IIFT, Delhi
- National Institute of Technology, Rourkela
- Presidency University, Bangalore
- Jamia Millia Islamia, New Delhi
- University of Delhi
- Dr B.R. Ambedkar University, Delhi
- South Asian University
- Birla Institute of Technology Mesra (Lalpur)
- Birla Institute of Management Technology, Greater Noida
- National Productivity Council, New Delhi,
- Jaipuria Institute of Management, Indore
- Jaipuria Institute of Management, Noida

- K J Somaiya Institute of Management, Somaiya Vidyavihar University, Mumbai
- FORE School of Management, Delhi
- Chandigarh University, Punjab
- Narsee Monjee Institute of Management Studies
- Sri Balaji University, Pune
- Gurugram University
- IILM University, Gurugram & Business School, Delhi
- Mohan Lal Sukhadia University, Udaipur
- L. N. Welingkar Institute of Management Development and Research-PGDM Mumbai
- Sparsh Global Business School, Greater Noida,
- Prestige institute of management and research, Gwalior
- Stella Maris College (Autonomous)
- GITAM University Visakhapatnam
- Chetana's Institute of Management & Research,
- Loyola Institute of Business Administration, Chennai
- Mahatma Gandhi University, Kottayam
- University of Kota, Rajasthan
- Jagran Lakecity University, Bhopal,
- Guru Gobind Singh Indraprastha University,
- Municipal Corporation, Chandigarh, Rajiv Gandhi National Institute of Youth Development, Chandigarh
- ICFAI Business School, Hyderabad
- Centre for Innovation & Entrepreneurship, Bennett University, School of Management, Bennett University
- Dr. Ram Manohar Lohiya National Law University, Lucknow,

- Gautam Buddha University, Greater Noida.
- Policy, Politics and Governance Foundation (PPGF)
- IPS Academy, Indore,
- Siva Sivani Institute of Management, Hyderabad,
- Siva Sivani Institute of Management, Secunderabad
- Karnavati University
- Urban Infrastructure and Tourism, IPE Global
- Parul University
- IILM Academy of Higher Learning, Lucknow
- The Gandhigram Rural Institute-Deemed to be University, Dindigul
- Poddar Business School, Jaipur
- Aman International School (AIS), Mainpuri Town
- Apex College, Kathmandu, Nepal
- Kalinga University, New Raipur
- HSNC University, Mumbai.
- New Delhi Institute of Management
- RM University, Delhi-NCR, Sonapat
- CVS, DU
- St Francis Institute of Management and Research, Mumbai
- Amity Institute of Public Policy
- N.B.G.S.M College, Sohna
- Indira University, Pune
- BGS B-School, Bangalore, Karnataka
- Srms International Business School, Lucknow
- Srms Cet, Bareilly
- Asian School of Business, Noida

- Jai Narayan Vyas University, Rajasthan
- LSM Campus, Pithoragarh
- Magadh University Bodh Gaya, Bihar
- Maharastra Institute of Labour Studies, Nagpur

A message from the Director General

Learning is the most effective when it goes beyond theory and connects directly with real-life situations. Case studies are one of the most powerful tools to make this happen. They turn concepts into practical lessons by capturing real challenges, decisions, and outcomes.

At IIPA, we believe that well-written case studies not only build analytical skills by placing learners in situations where choices must be made under constraints, but also encourage evidence-based thinking by focusing on facts, outcomes, and values. They create a lasting record of experiences - both successes and failures - that others can learn from and apply in different contexts.

Through the Bharat Journal of Case Studies and our National Case Study Conference, we are nurturing a culture of rigorous research, reflective practice, and problem-solving. Case-based learning also promotes reflection, teamwork, and constructive dialogue. By asking not only “What happened?” But also “What could have been done differently?”, case studies help learners develop judgment, creativity, and leadership.

I encourage scholars, professionals, and practitioners across disciplines to document their experiences and convert them into cases that can be studied, critiqued, and improved. In doing so, we build a living repository of knowledge - relevant to our times, adaptable across fields, and deeply practical in orientation.

My best wishes to all contributors and participants. May your cases inspire discussion, spark innovation, and strengthen learning for everyone.

Shri Surendra Nath Tripathi, IAS (Retd)
Director General, IIPA

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Public Policy

Sanctity, Scale and Stakeholders: The Governance Dilemma of the Kashi Vishwanath Corridor

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The Kashi Vishwanath Corridor (KVC) created a direct, serviceable link between the Kashi Vishwanath Temple and the Ganga. It opened about 5.5 acres, integrated more than forty rediscovered shrines, and added water points, toilets, queue systems, and safer crowd flows. The Government of Uttar Pradesh led the build with direct supervision from the Prime Minister's Office, advancing Prime Minister Narendra Modi's vision to reconnect temple and river and improve access. The cost is estimated at about ₹355 crore.

This is a decision-focused case that primarily focuses on governance dilemmas, the decisions undertaken, and the results produced. The dilemmas were varied: speed vs consent (related to land acquisition and resettlement); clarity of access vs integration of heritage (once shrines were discovered); essential work vs safety (during critical periods of COVID-19); high-visibility inauguration vs phased commissioning (keeping a slower pace and resolving problems continuously); digital slotting vs walk-in equity (while using modern technology); and scale vs protection of local livelihoods and ritual practice. This case also examines public policy choices. In addition, it examines how public administration tools were used to manage these trade-offs: coordination across departments in mission mode; grievance redressal; design of compensation; stakeholder identification and engagement; development of standard operating procedures; design of operational data dashboards; waste and sanitation management; and basic green protocols.

Both the number of visitors and the level of donations increased manifold. The local services hotels, boats, transport, and crafts were also augmented. Pressures rose in parallel: waste on peak days, ghat cleanliness, and the demands of crowd control. The case offers concrete decision points for administrators: how much participation is feasible under tight timelines; which services to digitize first while keeping access fair; how to set and enforce green rules; and what elements of the Kashi method clear axes, visible services, simple metrics, and regular stakeholder reviews can be adapted in Ayodhya, Ujjain, or Puri. The core question remains: how can government deliver large improvements in access and safety without weakening trust, local memory, or the meaning of the place.

The Persistent Burden: Manual Scavenging in India-Dignity, Law, and the Struggle for Justice

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Manual scavenging, the hazardous and dehumanizing labour of cleaning human excreta without mechanized equipment, remained a persistent reality in India despite decades of legal prohibitions and government schemes. This case study traced the historical and social roots of manual scavenging and its entrenchment within India's caste system, while analyzing the failures of the state to eradicate this practice through policy, enforcement, and technological means.

Drawing on incidents, judgments, NCRB data, government reports, and activism, it illuminated the lived experiences of sanitation workers, the institutional landscape (Ministry of Social Justice, NCSK, Swachh Bharat Abhiyan), and the role of NGOs, particularly Safai Karamchari Andolan. A comparative lens explored how developed countries eliminated manual scavenging via mechanization and robust safety regimes, placing India's efforts in context. The study argued for the centrality of mechanization, rehabilitation, and the dismantling of caste stigma, advancing recommendations for policy and social change. With discussion questions and detailed appendices, this work endeavoured to combine human stories with rigorous analysis, rooting its moral urgency in the principles of dignity, constitutionality, and justice.

Reforming The Indian Judiciary Through Judicial Process Re-Engineering: A Digital Transformation Case Study

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India's judiciary is burdened by chronic case backlogs, procedural inefficiencies, and concerns over corruption, all of which undermine public trust and timely access to justice. The 2025 bribery scandal involving Justice X starkly exposed weaknesses in case allocation, oversight, and appeals. This study advances a Judicial Process Re-Engineering (JPR) framework drawing on principles of Business Process Re-Engineering (BPR) to reimagine judicial workflows beyond incremental digitization. Building on India's e-Courts Mission Mode Project (Phases I–III), the model proposes anonymized and AI-driven case assignment, rotational judge benches, back-office automation, chatbot-enabled filings, blockchain audit trails, and secure whistleblower channels. Comparative insights from global digital justice reforms are integrated to highlight efficiency, transparency, and accountability gains. The paper also critically examines risks such as algorithmic bias, digital exclusion, and systemic resistance, emphasizing the need for ethical AI safeguards and inclusive design. A phased roadmap is outlined, moving from pilot implementation to nationwide adoption, with performance indicators such as pendency reduction, transparency metrics, and citizen satisfaction. Ultimately, the study underscores how digitally enabled JPR can transform India's judiciary into a more transparent, efficient, and equitable institution, thereby restoring public confidence in justice delivery.

Beyond the Text of Article 28: Legal Reform for a Culturally Inclusive Schooling Model

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This case study explored how constitutional interpretation, minority education rights, and policy execution converged in Uttar Pradesh, where the disconnection between government schools and madrasa-based religious instruction had exposed significant structural and social tensions. The dilemma centred on Article 28 of the Indian Constitution, which barred religious instruction in state-funded institutions, effectively preventing any overlap between modern secular education and traditional religious learning.

As a result, students from Muslim communities were left navigating a fragmented education landscape: compelled to choose between faith-based schooling and access to quality infrastructure, welfare schemes, and formal curricula. The case followed the experience of Imran, a 15-year-old student facing these systemic trade-offs, illustrating the educational fatigue and cultural alienation such a separation caused.

In response, the study proposed a rethinking of Article 28 through judicial reinterpretation, enabling time-shifted religious education in public school spaces without compromising secular governance. It suggested that this framework could foster inclusivity, raise enrolment, optimize infrastructure use, and align with the inclusive vision of the National Education Policy 2020.

Operation Ganga: Diplomacy as a Public Service

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Diplomacy is often portrayed as an elite, distant, and abstract exercise, removed from the everyday concerns of citizens. However, during crises, diplomatic institutions can function as frontline public service organisations, directly impacting the lives of ordinary people. This case study examines Operation Ganga, India's evacuation mission during the Russia–Ukraine war of 2022, to highlight how diplomacy can translate into life-saving action. By analysing responses from key stakeholders: the Ministry of External Affairs, Indian embassies, the Indian diaspora, and students stranded in Ukraine, the study demonstrates how coordinated diplomatic efforts, community support, and political direction shaped outcomes in one of India's most complex evacuation operations. It reflects on the dilemmas faced by different actors and draws lessons on the role of diplomacy as a critical instrument of public service delivery.

Public Policy lessons to be learnt from Sigachi Industry blast

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On June 30th, a deafening explosion happened in Sigachi Industries on 30th June, 2025 in Paisamylaram near Hyderabad. This explosion at Sigachi Industries resulted in significant loss of life and injuries, primarily among migrant contract workers. Through an interpretive understanding of the Protagonist, this case analyses the first-hand experience of the issues and problems encountered by the families of the workers with the interface of various government departments. The case will also offer recommendations which will be useful as a public policy response for preventing such accidents in future along with various mechanisms needed to mitigate/ prevent such accidents in future.

The objective of the case is to establish the response to a disaster management situation where the government needs to respond quickly by coordinating with various agencies.

Theoretical Anchoring: Interpretative approach was used to explain this case. This method enabled the protagonist Alex (name changed to protect the privacy)) to explain his experiences with various government agencies in dealing with the families of the victims who dies and injured during this factory blast.

Based on the narratives of Alex and using various secondary sources this study will answer the following research questions: To understand the various lapses of safety stipulations in a Chemical factory, Sigachi Industry in Hyderabad which occurred on 30th June, 2024, how did the various functionaries coordinate the disaster response in context to various stakeholders and to understand and analyse better ways to respond and precautions to be taken to avoid future such accidents?

From Flexibility to Fairness: Reimagining Labour Policy for India's Gig Workforce

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Indian gig economy has become a lifeline for millions of workers who work across food delivery, ride-hailing services, logistics, and fast commerce. Although these platforms create flexibility and opportunities, they have brought in a new era of IR challenges in the form of disputes regarding wages, denial of social security, and unsafe work arrangements. Although state-level initiatives and stepwise policy interventions at the Centre have been taken, absence of a comprehensive labour law applicable to gig workers continues to create confusion and discontent. This case underscores the need for comprehensive labour law applicable to gig and platform workers. Through a review of recent trends and policy responses, this emphasizes how a functioning legal system is central to ensuring worker welfare and creating sustainable IR in India's burgeoning gig economy.

Navigating the Sevottam Model: Its Prospects and Challenges

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Public administration in India has traditionally been hierarchical, rigid, and procedure-bound, leading to inefficiencies and limited citizen satisfaction. To address these challenges, the Department of Administrative Reforms and Public Grievances (DARPG) introduced the Sevottam Model in the mid-2000s as a framework for embedding service excellence and citizen-centric governance. The model rests on three interdependent pillars: Citizen Charters, Grievance Redress Mechanisms, and Service Delivery Capability. While its design drew upon international innovations such as New Public Management and Total Quality Management, implementation has often been symbolic rather than transformative. Charters remain poorly drafted and unenforceable, grievance systems face delays and digital barriers, and training efforts are largely procedural, producing limited cultural change.

This case study examines the gap between policy vision and ground-level outcomes, highlighting how incremental reforms raised citizen awareness but failed to translate into substantial improvements in service delivery. It explores the decisions made by government organizations, the consequences of symbolic adoption, and the challenges of institutional inertia, weak accountability, and limited citizen participation. From a decision-making perspective, the study presents alternative pathways status quo, incremental reform, or transformative adoption and their implications. The analysis demonstrates that frameworks like Sevottam require leadership commitment, cultural change, enforceable accountability, and continuous citizen engagement to move beyond compliance checklists.

By situating Sevottam within the broader discourse of governance reforms in India, this case contributes to understanding how reform frameworks can succeed or stagnate. It provides lessons for policymakers, administrators, and scholars on balancing ambition with feasibility and ensuring that citizens remain at the core of governance.

Invisible Enterprises, Visible Vulnerabilities: Informal Livelihoods and Urban Policy on Delhi's Yamuna Floodplain

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This case study explores the lived realities and governance challenges faced by the Sharma family, who operate a small, informal nursery in a densely populated settlement along the Yamuna riverbank in Delhi. Serving an essential community function by providing affordable childcare to neighbourhood families engaged in informal work, the nursery is vital to local livelihoods and social support networks. However, the family's enterprise remains unregistered and vulnerable as it operates on a protected floodplain under threat of eviction by municipal authorities.

The study highlights a profound paradox in urban governance: while policymakers seek to formalize and regulate businesses through mechanisms like GST registration and MSME schemes, these frameworks often impose documentation and locational requirements inaccessible to the most vulnerable micro-enterprises. As a result, essential community services like the nursery exist in legal and institutional invisibility, exacerbating social and economic precarity.

The floodplain location compounds vulnerability, exposing families to recurrent floods and environmental hazards that exacerbate economic instability and perpetuate cycles of poverty. Meanwhile, policy efforts to protect the environment frequently result in disruptive eviction drives without viable relocation solutions, creating tension between ecological conservation and human livelihood.

This case advocates for hybrid governance models that integrate state agencies and civil society organisations in supporting informal workers' pathway to formalisation. It calls for context-sensitive urban planning that balances environmental and socio-economic realities, and for revisiting existing regulatory frameworks that hinge on unrealistic documentation criteria.

By centering on a family-run nursery, the case humanizes abstract governance and policy debates, offering students, practitioners, and policymakers a concrete lens to examine institutional exclusions and explore innovative approaches to inclusive urban governance.

PMBJP-A Program Strengthening Health Care Management In India

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The case study analyzed the role of Pradhan Mantri Bhartiya Janaushadhi Pariyojan (PMBJP) in strengthening the Healthcare Management in India. Reduced out-of-pocket expenditure by providing affordable generic medicines and made them accessible to all income groups through Jan Aushadhi Kendras (JAKs) had been the core element of the program. The program had addressed various social dimensions, particularly inclusion of marginalized groups and providing incentives for starting JAKs in unserved regions such as the North-Eastern states. The program faced inevitable challenges in its progression despite the merits of affordability and accessibility of the program. Educating doctors and patients about the quality, reliability and affordability of generic medicines, build strong procurement systems and logistics to create an uninterrupted supply chain were the primary challenges that needed to be resolved.

Balancing Industrial Growth & Environmental Protection (A Public Policy Analysis of The Sterlite Copper Controversy In Thoothukudi)

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TN Police firing killed thirteen anti-Sterlite protesters in Thoothukudi on May 22, 2018, prompting Tamil Nadu's government to close the copper plant permanently six days later. This case study examined a 26-year controversy that began when Sterlite was rejected in Ratnagiri (1992) but later received approval in the similarly sensitive coastal region of Thoothukudi. The analysis revealed how regulatory bodies, including the National Green Tribunal and the Tamil Nadu Pollution Control Board, approved the plant's operations despite its troubled environmental history. Officials had to balance Sterlite's significant contribution to India's copper production and local economic opportunities against increasing community health concerns and environmental risks.

The study explored three decision challenges: why authorities approved the plant's relocation after initial rejection, how multiple institutions overlooked environmental warnings, and what role political contributions played in regulatory decisions. The case highlighted the difficult choices administrators face when industrial development conflicts with public welfare.

The Emotional Architecture of Public Policy: A Case Study of the Mukhyamantri Maiyya Samman Yojna (MMSY) in Jharkhand

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This case study examines the Mukhyamantri Maiyya Samman Yojna (MMSY), a pioneering initiative launched by the Government of Jharkhand to address the socio-emotional marginalization of tribal and rural women. Unlike conventional welfare schemes that focus solely on economic support, MMSY integrates emotional recognition into governance by offering unconditional financial assistance along with symbolic acts of respect. Targeted at women aged 18 to 50 irrespective of caste or marital status the scheme acknowledges their unpaid emotional and care giving labor, historically ignored by mainstream policies. This case explores how MMSY represents a shift towards “emotional governance,” where dignity, visibility, and trust become central to public policy. Through firsthand accounts and administrative responses, the study delves into how such emotionally intelligent policymaking can rebuild trust between the state and marginalized citizens. The scheme also face challenges bureaucratic hesitation, measurement difficulties, and symbolic misinterpretation which the case critically analyses. Ultimately, MMSY offers a replicable governance model that goes beyond transactional delivery, advocating for emotionally responsive, culturally grounded, and inclusive policy design in India’s tribal heartlands.

Eliminating Criminalisation of Politics: A Case Study of 130th Constitutional Amendment Bill, 2025

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The BILL deals long standing issue of criminalization of politics in India. It argued that removal of political offender's mere on arrest and detention for 30 days in police custody for committing serious crimes which carry punishment more than 5 years. The scope of the bill is covering PM, CMs and Ministers from States, Union and Union Territories (UTs) unprecedented. The bill has generated heat by opposition parties and decided to boycott even JPC (Joint Parliament Committee). The ruling regime BJP and allied NDA supported it for good governance and constitutional morality. It gives an opportunity for dissents namely Congress and alliances under UPA as SP, AAP, TMC and others to participate in debate and discussion also voting in this juncture when it lacks majority in the parliament. However, Case Study method tells us that law enforcement agency (Police/CBI and ED) is perceived suspicious which created fear among oppositions for misusing by ruling party as tool to harass them or topple elected representatives in democracy. To this end, it is suggested that first and foremost to develop trust of law enforcement agency. In sense, make them resourceful equipped with forensic science and artificial intelligence techniques. Thus, a meaningful discussion over the bill will yield fruitful result.

Managing Crowds in Varanasi: Innovation, Governance, and Decision-Making Under Pressure

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This case highlights the governance complexities of managing overcrowding in India's heritage and pilgrimage cities, taking Varanasi as a focal example. The city faces acute pressures of mobility management, heritage preservation, and public safety within narrow urban spaces and rapidly expanding tourism. To address these challenges, the Toyota Mobility Foundation, in collaboration with Varanasi Municipal Corporation and global partners, launched the Sustainable Cities Challenge to identify innovative and scalable solutions.

The narrative centres on the Municipal Commissioner of Varanasi, who is responsible for civic management and must evaluate five experimental pilots—ranging from artificial intelligence and vision AI to phygital, people-centred interventions—just weeks before Dev Deepawali in late 2025. The Commissioner's decision dilemma is fundamentally one of governance and institutional design: whether to endorse immediate deployment of one pilot, pursue a hybrid strategy, or defer action until TMF's final announcement in early 2026.

This is primarily a governance and decision-making case that uses crowd-management pilots as the setting. It invites reflection on how urban local bodies can balance innovation with institutional capacity, community sensitivities, political accountability, and long-term scalability. It provides an opportunity to reflect on how governance professionals navigate uncertainty, weigh trade-offs, and frame policy decisions that are both contextually grounded and future-oriented. All information used in this case is derived from secondary sources, including government reports, published news, and reputable institutional or organizational websites.

Women in Public Administration in India: Challenges, Participation, and Pathways to Inclusive Governance

*Amrita Sinha, Ph. D Research scholar,
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This research paper examines the multifaceted dynamics of women's participation in Indian public administration, analyzing the persistent challenges and proposing pathways toward inclusive governance. Despite constitutional guarantees and increasing entry-level Recruitment, women remain significantly underrepresented in senior bureaucratic positions, facing a complex web of structural, socio-cultural, and institutional barriers. These include deep-seated institutional patriarchy, challenging work-life balance due to unequal domestic responsibilities, limited access to mentorship networks, and pervasive gender stereotypes that question their authority and capabilities.

Employing a mixed-methods approach, this study integrates quantitative data analysis with qualitative case studies of pioneering women administrators to illustrate their distinctive impact on policy outcomes, often prioritizing social welfare, participatory decision-making, and inclusive development. The findings reveal that their participation is not merely an equity issue but crucial for enhancing governance effectiveness and responsiveness.

The paper concludes that achieving gender parity requires transformative strategies beyond token measures. It advocates for a multi-pronged approach including robust policy interventions like gender-sensitive quotas and flexible work policies, institutional reforms for childcare and transparent postings, systematic leadership development and mentorship Programs, and concerted efforts to transform organizational culture. By addressing these structural and cultural dimensions simultaneously, India can unlock the full potential of its administrative machinery, fostering a more representative and effective governance system that truly serves its diverse population.

Reviving Industries in Bihar: Case Study of Industrial Policies of Bihar (1947-2025)

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Once a thriving centre of education and industry in ancient India flourishing under Chandragupta Maurya and Emperor Ashoka of the Mauryan Empire (321–185 BCE), and later during Sher Shah Suri's rule Bihar has struggled in modern times to reclaim its industrial legacy. Today, it finds itself searching for indigenous industries to achieve the status of a developing rather than a fully developed state. The trajectory of Bihar's industrial growth since independence has largely been one of stagnation and decline. This case study traces the complex origins and evolution of Bihar's industrial policy from the eve of independence in 1947 to the present context.

Post-independence, the state's first chief minister, Shri Krishna Sinha, initiated efforts to promote industries such as sugar mills and textile mills. However, these measures fell short of meeting the state's broader developmental needs. Between the 1950s and 1970s, attempts were made to strengthen the industrial economy through projects such as the Barauni Thermal Power Plant, Barauni Fertiliser Plant, and the motor scooter plant at Fatuah. Yet, these industries were concentrated largely in southern Bihar, leaving the northern districts deprived of similar opportunities and creating a lopsided pattern of industrialisation. Many observers argue that geographic imbalance alone does not explain Bihar's decline. Political challenges including lack of political will, criminalisation of electoral processes, and entrenched caste-based politics combined with social issues such as caste inequalities, rising crime, and the spread of Naxalism, further eroded the investment climate. Structural and infrastructural deficiencies, coupled with inadequate investment, discouraged industries from establishing themselves in Bihar, including emerging sectors like information technology and textiles.

The division of Bihar in 2000 further worsened its industrial prospects, as mineral- and coal-rich regions, along with dense forests, were ceded to the newly formed state of Jharkhand. Between 1990 and 2005, Bihar witnessed modest improvements in agriculture but saw little progress in industrial development, leading to chronic unemployment and mass migration of labourers to states such as Maharashtra and those in southern India. It was only after 2005–06 that

renewed efforts were made to promote small-scale industrial production, marking a cautious revival.

In more recent years, particularly in 2024–25, a wave of optimism has emerged, with multinational corporations investing and signing memoranda of understanding with the Bihar government. These initiatives aim to foster sustainable economic growth, generate employment, and raise per capita incomes, signalling the possibility of a long-awaited industrial resurgence.

सार्वजनिक सेवाओं की डोर स्टेप डिलीवरी: राजस्व विभाग दिल्ली के संदर्भ में केस स्टडी

रामलाल कूड़ी, शोधार्थी, लोक प्रशासन विभाग, (कोटा विश्वविद्यालय)

केस स्टडी के इस अध्याय में सार्वजनिक सेवाओं की डोर स्टेप डिलीवरी का राजस्व विभाग दिल्ली के संदर्भ में अनुभवमूलक अध्ययन जिसमें डोर स्टेप डिलीवरी की प्रकृति, स्वरूप, संरचना, कार्य प्रणाली तथा अन्य पक्षों का व्यवहारिक विश्लेषण कर विवेचना की गई है। केस स्टडी को शोध प्रविधि एवं तथ्य विश्लेषण में दर्शाया गया है। शोध प्रविधि में सर्वप्रथम शोध समग्र को परिभाषित किया करके प्रतिदर्श (Sample) से अनूसूची के माध्यम से तथ्य एकत्रीकरण किया गया है। एकत्रित शोध आंकड़ों का सारणीय, संख्यात्मक व प्रतिशतमान की सहायता से ग्राफीय प्रजेंटेशन के आधार पर केस स्टडी निष्कर्ष प्रस्तुत किए गए हैं।

Sustainability

D'cal Hard-Water Softener – An Innovative Solution

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The impact of hard water and its problems have created challenges and hence, it created a need for more environmentally sustainable and affordable options for water purification. The manufacturers of the D'Cal hard water softener product promise an economically viable and environmentally friendly sustainable product with innovative mechanisms. Therefore, this niche product is more relevant in making sure that safe to drink and use. The case study highlights the entrepreneurs' journey of making a product with distinct features and having undergone a rigorous test and certification which has now become relevant in the context of water purification. The D'Cal hard water softener is considered as a potential market disruptor and the case study emphasizes the importance of sustainable water usage in the Indian context.

Rethinking Panchayati Raj through Corporate Social Responsibility: A Case Study of Kizhakkambalam Grama Panchayat

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The Kizhakkambalam Gram Panchayat has caught attention due to its unique governance arrangement, where the panchayat is ruled by a corporate-backed political party called Twenty20. Twenty20 is the political arm of Kitex Garments Limited, a publicly listed company based in Kizhakkambalam. Twenty20's rule has enhanced citizen satisfaction through its data-driven public policy implementation, use of technical expertise, grassroots engagement, and improved governance and service delivery compared to previous conventional party-led administrations. However, concerns of accountability, regulatory capture, greenwashing, top-down project implementation, and the use of CSR for corporate image management are raised by detractors of the model.

This case study used document analysis, budget analysis, CSR expenditure reports, personal interviews, and field-level observations to arrive at the findings. The Kizhakkambalam experiment is valuable for policymakers and development practitioners as it enhances understanding of the potential and pitfalls of public-private partnership in local administration.

ESG Lapses in Public Administration: The Suryavanshi Chemicals Factory Tragedy

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The catastrophic boiler explosion at the Suryavanshi Chemicals factory in Muzaffarnagar, Uttar

Pradesh, on 27 November 2023 resulting in two fatalities and one critical injury highlights profound shortcomings in integrating Environmental, Social, and Governance (ESG) principles within India's industrial regulatory framework. This case study analyzes how fragmented oversight, infrequent safety inspections, and inadequate coordination among agencies such as the Uttar Pradesh Pollution Control Board, the Labour Department, and district authorities enabled systemic non-compliance and risk accumulation. It further examines the limited role of community participation, weak enforcement of environmental norms, and the absence of proactive safety culture that collectively undermined worker protection and public welfare. Drawing on detailed incident chronology, stakeholder dynamics, and governance analysis, the study proposes a multi-pronged reform agenda: district-level ESG coordination cells, technology-enabled real-time compliance monitoring, risk-based inspections, and community-centered oversight mechanisms. These measures aim to bridge the gap between policy intent and on-ground implementation, offering a roadmap for embedding ESG considerations into public administration to prevent future industrial tragedies.

Asan cups: Scaling the Social Enterprise for accessible Menstrual Hygiene Products

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Asan Cups was a social enterprise promoting sustainable menstrual product. Founded by Era Guha with a compelling and clear vision of eradicating period poverty, the company manufactured and retailed sustainable menstrual cups made from medical silicon, featuring a patented design, in India, the United Kingdom (U.K.), and the United States of America (U.S.A.). Driven by a larger vision of eradicating period poverty, the Asan Cups team embraced a compelling 1-to-1 (buy one, donate one) donation initiative. Until 2024, Asan had a user base of 50,000 and assisted women in over 20,000 households to regain an average of two work days each month, leading to tangible benefits such as increased savings, improved productivity, and better health. Fast forwarding to 2025, Asan aimed to transform the lives of over 1 million underprivileged women and girls and prevent more than 2 billion period products from entering landfills in the coming five years. In terms of their immediate goals, Asan Cup aimed to expand its reach to markets such as the European Union through strategic partnerships and to broaden its product range by introducing contemporary offerings. The case narrates the journey of Era Guha and her social enterprise Asan Cups from idea germination, design, development, prototyping and implementation and the associated challenges; to the current management/business dilemmas that need to be addressed for Asan cups to scale.

Namo E-Waste Management Ltd: Balancing Growth and Inclusion in India's Recycling Sector

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This case study enables learners to evaluate the strategic dilemma of balancing rapid business growth with inclusive and ethical integration of India's informal e-waste sector. It encourages critical reflection on sustainability, compliance with regulatory frameworks, stakeholder expectations, and the challenges of formalising an informal workforce.

The case centres on Akshay Jain, Managing Director of Namu E-Waste Management Ltd., who faces a pivotal decision on whether to leverage the speed and reach of informal waste collectors for rapid scale or invest in their gradual formalisation to ensure compliance, worker safety, and long-term sustainability. With India's e-waste sector dominated by informal practices and shaped by regulatory pressures under the E-Waste (Management) Rules, 2022, the case highlights the tensions between scale, ethics, compliance, and inclusion. Through Namu's growth story, partnerships, and industry context, the case provides insights into sustainable business models in emerging markets.

From Lotus Stems to Sustainable Fashion: The Revival of Lotus Silk

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Sustainable fashion in India faces the dual challenge of preserving cultural craft traditions while meeting rising consumer demand for ethical products. This paper presents a case study of Sanajing Sana Thambal, a women-led microenterprise in Manipur founded by Bijiyashanti Tongbram. Drawing on discarded lotus stems from Loktak Lake, the enterprise produces lotus silk using a zero-chemical, zero-dye process, thereby linking waste reduction, rural women's livelihoods, and environmentally responsible textile production. Based on secondary sources and field reports, the study analyses the firm's segmentation, targeting, positioning (STP), marketing mix, and SWOT profile to illuminate its competitive and social value propositions. The case highlights a central dilemma: whether to mechanise and scale up production to satisfy growing demand or maintain handcrafted exclusivity to safeguard ecological and cultural integrity. The findings contribute to understanding how sustainable textile ventures navigate growth constraints and consumer purchase intentions in emerging markets.

Balancing Speed and Responsibility: Ethical and CSR Challenges in Blinkit and Zepto

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In April 2023, Blinkit delivery partners across Delhi-NCR went on strike, disrupting services and forcing the temporary closure of dark stores. The protests, triggered by a new payout structure, placed CEO Albinder Dhindsa under immense pressure from both workers and investors (The Economic Times, 2023).

Meanwhile, Kaivalya Vohra, the young co-founder of Zepto, was facing a different challenge. Although Zepto had earned praise for workforce diversity and its “Return & Recycle” sustainability program, the company scored just 4/10 in the Fairwork India Ratings 2024, mainly due to its failure to provide living wages or collective bargaining rights (Fairwork, 2024). Additionally, a Zepto warehouse in Mumbai was shut down by the Food and Drug Administration for serious food safety violations (The Economic Times, 2025).

Both leaders were at a crossroads. Investors demanded relentless growth and faster delivery. Workers demanded fair pay and safer conditions. Regulators demanded compliance. Consumers wanted speed and convenience.

The dilemma was clear: Should quick-commerce companies like Blinkit and Zepto continue to push for ultra-fast expansion at any cost, or should they slow down and redesign their models to balance profitability with social responsibility?

Chamar Studio: Sustainability, Identity, and the Dilemma of scaling a Radical Brand

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Chamar Studio, founded by artist-entrepreneur Sudheer Rajbhar in Mumbai, is a design label that integrates sustainability with social justice. By transforming discarded tyre rubber into leather-like products, the brand creates eco-friendly, vegan bags, accessories, and furniture while employing marginalized Dalit and Muslim artisans. The name “Chamar” historically a caste-based slur is deliberately reclaimed to symbolize dignity and resilience. This case explores Chamar Studio as a business model built on the triple bottom line (people, planet, profit). It highlights both the environmental sustainability of recycling waste into durable products and the social sustainability of inclusive employment. However, as the brand gains global recognition through high-profile events like Design Miami (2024), it faces a dilemma: should it remain a niche, radical label with controlled sustainability practices, or scale up to mainstream markets, risking dilution of its ecological and social mission?

The River That Remembers: A Case Study on the Silent Cry of the Gomti

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The Gomti River, once the cultural and ecological lifeline of Lucknow, has been reduced to a heavily polluted water body burdened by untreated sewage, industrial effluents, and weak governance mechanisms. Despite multi-crore investments under government initiatives such as the Gomti Action Plan and Namami Gange Mission, the river continues to face declining water quality, with dissolved oxygen levels often below 2 mg/l and Biochemical Oxygen Demand (BOD) rising alarmingly. This case study presents the lived realities of riverbank communities, insights from NGOs, and expert perspectives to explore the governance failures and policy gaps behind Gomti's degradation. Through the story of citizens like Ram Prasad, who witnessed the river's decline over decades, and activists striving to revive it, the case highlights the tension between urbanisation, weak institutional enforcement, and the urgent need for sustainable management. It invites readers to critically examine whether infrastructure alone can revive polluted rivers, or whether deeper reforms in governance, enforcement, and community engagement are essential.

Corporate Social Responsibility (CSR) in India

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Corporate Social Responsibility (CSR) in India is a journey that reflects how business and society can align for inclusive growth. India made history by becoming the first country in the world to mandate CSR through the Companies Act, 2013. The law requires eligible companies to allocate at least 2% of their average net profit from the last three financial years towards social development projects. This report explores the history, evolution, legal framework, and impact of CSR in India. It highlights major corporate initiatives, identifies challenges, and provides recommendations for the future of CSR in India.

At the same time, the system is not perfect. A handful of states and districts receive a big share of CSR funds, some companies treat compliance as a box-ticking exercise, measuring social impact remains inconsistent, and many implementing partners (local NGOs, trusts, foundations) need stronger systems and skills. To address these problems, the Ministry of Corporate Affairs (MCA) has updated rules (notably the 2021 amendments) that clarify what to do with unspent funds, require impact assessments for large projects, and tighten disclosures -all intended to raise the quality of implementation.

Important headline numbers: the official MCA CSR e-Xchange portal lists tens of thousands of CSR projects and reports that companies spent about ₹26,377 crore in FY 2022–23 (these portal numbers update over time as companies file). Parliament / Rajya Sabha / Lok Sabha answers provide state-by-state breakdowns and development-sector splits. These data confirm the overall trend: CSR totals have grown steadily since 2014, and education and healthcare remain the largest recipients.

This report explains the law in plain language, shows where the money goes, presents real company examples (Tata, ITC, Infosys, HUL, Reliance, Mahindra, Wipro), discusses practical problems on the ground, and offers clear recommendations for companies, implementers and policymakers. Where possible, I cite official documents and company pages so you can follow up.

Tilonia – A case study of living laboratory of Social Innovation and Sustainable Development

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This case study explores Tilonia a small village in Rajasthan, India, home to the globally famed Barefoot College- and defines how it converts a drought-prone, underdeveloped deal into a centre of rural innovation, gender equality, women's liberation, ethical and sustainable development. By integrating traditional intelligence, hands-on training and collaborative community solutions, Tilonia has come out as a shining example of rural sustainability, empowerment, self-standing.

The study documents the historical journey of the village, the initiating leadership of Bunker Roy, the socio-economic evolutions, socio-economic progress and the “Solar mamas” movement that strengthened the females of rural to become solar engineers. By aligning qualitative narratives with quantitative data, its high spot how local activity achieved global fame- from providing clean electricity to remote Himalayan village to lightning up the homes in Africa.

This case also analyze the economic contribution of Tilonia's village in India's rural economy, by applying this model in other rural areas and the challenges faced in supporting such great initiatives.

Rethinking Rural Ownership: “The OVPC-OF model for Sustainable Farming Communities

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Food security and sustainable rural development in India face a crossroads between contrasting models of agricultural organisation, namely, tea plantation with centralised private ownership, consolidated farming, cooperative systems like the Israeli Kibbutz, and market-linked digital platforms such as ITC's e-Choupal. This paper examines the feasibility of creating a scalable framework, One Village Private Company-One Farm (OVPC-OF). This combines the elements from the models as mentioned above & emphasises collective employer-employee ownership & consolidated agricultural development. This approach aligns with the broader national goals, including climate-resilient farming practices, while supporting digital inclusion and rural business development through initiatives such as Digital India and Startup India.

Tragedy of the Commons and Solid Waste Management: A Case Study of Simon Colony, Kanniyakumari District

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Solid waste management poses significant environmental and public health challenges in Simon Colony, Kanniyakumari district, due to inadequate infrastructure, weak enforcement, and limited community participation. This study evaluates the effectiveness of local waste management practices using a mixed-methods approach, incorporating quantitative and qualitative data from secondary sources such as the Annual Report on Solid Waste Management (2021-2022), CPCB, Delhi. Applying the Tragedy of the Commons Theory, the study identifies key challenges, including open dumping, poor waste processing infrastructure, and lack of community engagement. A comparative analysis with the Indore Waste Management Model highlights replicable strategies for improving efficiency and sustainability. Findings suggest that policy reforms, technological innovations, and circular economy practices can enhance waste management. The study concludes that addressing waste mismanagement requires strong governance, infrastructure development, and public participation, ensuring a sustainable and efficient system that mitigates environmental and health risks.

Transforming the Fertilizer Industry: The Inspiring Journey of Mahadhan

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This case study on sustainable management explores the journey of Mahadhan, a leading brand of Deepak Fertilizers & Petrochemicals Ltd., highlighting its evolution, challenges, and strategic decisions that have contributed to its success in the competitive fertilizer market. It highlights Mahadhan's adaptation to the changing agricultural landscape through innovation and sustainable practices. The study shows the brand's growth from a local presence to a key player at regional and national levels, while staying connected with farmers through a commitment to quality and technology-driven solutions. Through analysis, the case study underscores the importance of innovation and sustainability in navigating market changes and achieving success in the fertilizer industry, which is mainly regulated by the GOI/ DoF

Flooded Futures: Addressing Waterlogging and Environmental Crisis in The High-Tech City

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Every year when the monsoon arrives, Gurugram, often promoted as India's "Millennium City," ends up telling a very different story. A short spell of rain can turn major roads into rivers, cut off neighborhoods, and leave families stranded inside flooded homes. Office-goers get stuck on highways, school buses are delayed, and even emergency vehicles struggle to move. The promise of a modern, world-class city feels hollow when daily life collapses so quickly.

This study looks at that contradiction. Gurugram was meant to showcase urban progress, but in chasing rapid development it has weakened its own foundations. Wetlands and natural drains that once carried away excess rain have been built over. Recharge zones that held groundwater are now buried under concrete. What remains is infrastructure that cannot keep up with the city's growth. On paper, there are plenty of agencies MoHUA, GMDA, PWD, HSPCB but in practice, responsibilities overlap and accountability slips through the cracks. Corruption and short-term fixes often win over long-term planning.

The result is not just inconvenience. Floods damage property, slow down business, pollute water bodies, and, above all, erode people's dignity as they wade through waist-deep water in what is supposed to be a "smart city." Gurugram's story is not an isolated one. Many Indian cities are heading down the same path, where speed and spectacle take precedence over balance and resilience. Unless planning begins to value ecological restoration and honest governance, these cities may end up as glittering facades impressive from a distance, but fragile every time the clouds gather.

Reduce, Reuse, Recycle or Replace? The Pressing Dilemma of Sustainability vs. Responsible Consumption

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The global furniture industry is at a crossroads where affordability, convenience, and consumer demand collide with the urgent need for sustainability. Latest developments in the home improvement sector have brought in “easy to assemble and customise” and “easy to use and transport” furniture. Often referred to as “fast furniture,” the sector’s reliance on low-cost, short-life products has created a mounting waste stream creating an estimated disposal of 12 million tons of discarded furniture annually in the United States alone (New York Times, 2023). Most of this discarded furniture then end up in the landfills (USEPA, 2024).

Companies such as IKEA, positioned as leaders in sustainable, accessible, and stylish home solutions, embody a significant dilemma. The company has been celebrated for democratizing design and advancing a circular economy initiatives promoting sustainability, yet they are simultaneously criticized for encouraging overconsumption and contributing to the culture of disposability. This paper explores the paradox of “Reduce, Reuse, Recycle or Replace?” through a critical case study of IKEA and its competitors, examining the tensions between sustainability-driven communication and sales-driven business models.

By integrating data on waste generation, pollution, and consumer behaviour with corporate initiatives like buy-back programs and second-hand resale markets, the study highlights the pressing dilemma facing the industry. Should companies explicitly discourage overconsumption even if it threatens growth trajectories or continue to prioritize affordability and accessibility at the expense of long-term ecological costs? The findings underscore the importance of balancing responsible consumption narratives with systemic innovation in design, material use, and consumer engagement. The case aims to spark dialogue among scholars, practitioners, and policymakers on how global retailers can reconcile profitability with genuine environmental stewardship in the era of climate urgency.

Turning Waste into Wealth: The Sustainability Transformation of ITC Limited

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This case study examined the sustainability transformation of ITC Limited, an Indian multinational conglomerate, which strategically integrated Environmental, Social, and Governance (ESG) principles into its core operations. The study explored how ITC transitioned from a tobacco-centric business to a diversified enterprise renowned for its leadership in sustainable development. The company's efforts included becoming carbon and water positive, implementing large-scale rural empowerment programs, and institutionalizing transparent governance mechanisms. Emphasis was placed on ITC's adoption of the "Triple Bottom Line" approach people, planet, and profit through initiatives like e-Choupal, solid waste recycling, green buildings, and socially responsible sourcing. The transformation was driven by strong leadership, strategic planning, and stakeholder engagement. Primary and secondary sources, including sustainability reports and publicly available records, were analyzed to identify the decision-making frameworks and challenges faced by the company. This case contributes to the growing body of literature on sustainable business management in emerging economies and serves as a replicable model for corporations seeking long-term value creation through responsible practices.

A Culture-Led Circular Economy Model for Floral Waste: From Sacred Offerings to Sustainable Cities and Communities

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Floral offerings are central to cultural and religious practices in India, yet the disposal of flower waste poses environmental and social challenges. This paper examines “Project ARPAN” in Chandigarh, India a public-private-community initiative that transforms sacred temple floral waste into value-added products, exemplifying a culture-led circular economy model. The case study details how a partnership between the Municipal Corporation, Self-Help Groups (SHGs) of local women, academic mentors, and NGOs implemented an innovative floral waste recycling program. Quantitative outcomes demonstrate significant waste diversion (processing an average of 400–500 kg of flowers daily, income generation for marginalized women, and new eco-friendly products for sustainable tourism markets. The initiative aligns with sustainable waste management practices, women’s empowerment, and cultural tourism enhancement. Drawing on literature in waste management, sustainable tourism, gender empowerment, and circular economy, the study situates Project ARPAN in the broader context of “waste to wealth” innovations in India’s sacred sites. Character profiles of key stakeholders illustrate human dimensions from women SHG members gaining livelihoods to officials championing policy support. The paper also discusses the socio-economic and environmental impacts achieved, visualizes financial and social performance, and explores future opportunities for scaling, policy integration, and tourism tie-ins. The findings highlight that culture-led circular economy initiatives can convert a pollution problem into a sustainable development opportunity.

Bridging Business and Development: A case study on Corporate Social Responsibility (CSR) Impact and Investment on Human Development Indicators in India (FY 2014-15 to FY (2022-23)

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April 1, 2024, marked the completion of 10 years of statutory obligation for Corporate Social Responsibility (to spend 2% of average net profit for the past three FYs) in India, achieving cumulative expenditures of Rs 1.84 lakh crore made by more than 30,000 companies. Capital investment from CSR has continued to be a strategic source of human development finance in the country.

In this context, the present case study uses a cross-sectional analysis of official CSR data and companies' annual reports. It comprehensively investigates CSR from FY 2014-15 to FY 2022-23, by evaluating cumulative expenditure trends, spatial & sectoral variations, and socio-economic impact through HDI. The study is aimed at empirically analysing the contribution of CSR policy as a dynamic development instrument in the human development sector/indicator in India. The multi-level empirical findings of the study vindicate multifaceted CSR dynamics in India, contributing significantly to practical insights for strategic decision-making by policymakers.

Human Resource Development/Leadership

Operation Vijay: The Peaks of Glory, The Valleys of Doubt

*Brig Ravi Singh, DTE Gen of EME (Army Officer),
IHQ of MoD (Army), New Delhi*

The Kargil War of 1999 (Operation Vijay), was a landmark military confrontation in India's history, waged in the perilous heights of Jammu & Kashmir (J&K) in Super High-Altitude areas, amidst extreme weather and unforgiving treacherous terrain. Pakistani forces seized strategic peaks along the Line of Control (LoC), threatening the strategic Srinagar–Leh highway. India's swift, coordinated response by its armed forces reclaimed all positions by 26 July 1999, commemorated as 'Kargil Vijay Diwas'. The extraordinary valour and sacrifice of officers like Captain Vikram Batra, Lt Manoj Pandey and many other Indian soldiers became enduring symbols of national courage and resolve. The conflict also starkly revealed glaring deficiencies in India's Intelligence, Surveillance and Reconnaissance (ISR) capabilities including military preparedness, prompting urgent questions about operational strategy, diplomatic options and casualty mitigation. At the same time, unprecedented media coverage galvanized national morale, underscoring both the strength and perils of real-time reporting. Despite these challenges, India's political and military leadership exhibited unwavering resolve, resolutely affirming that not a single inch of sovereign territory remained under enemy occupation. Operation Vijay's legacy is monumental - a blazing testament to unparalleled courage and sacrifice that not only fortified India's strategic and diplomatic stature but also issues an urgent, uncompromising call to relentlessly strengthen defence readiness, intelligence capabilities and governance. The Kargil War remains a defining chapter in India's military history, blending heroic triumph with invaluable lessons for national security.

Arjun As a First Time Leader at NetSol Networks

Puneet Gandhi, Executive-MBA (Part-time) Participant, IIM Bangalore
Narendra M Agrawal, Retired and currently Adjunct Professor, IIM Bangalore
Apurva Sanaria, Assistant Professor, IIM Bangalore

This case study follows the journey of Arjun Mishra, a newly promoted assistant manager at NetSol Networks, as he navigates his first leadership assignment. Tasked with training and leading a newly hired team of thirty fresh graduates, Arjun enthusiastically embraces a “friendly” management style in hopes of being a well-liked boss. The case describes how this approach, while fostering initial camaraderie, leads to unintended consequences lapses in discipline, perceptions of favoritism, and a sudden wave of attrition in his team. As Arjun faces a crisis with one-third of his team quitting within weeks, he must reflect on what went wrong and how to regain trust and stability. The narrative is set against the backdrop of India’s booming networking industry and touches on themes of leadership styles, first-time manager challenges, and the balance between being approachable and being authoritative. The case ends with Arjun at a crossroads, preparing to explain the situation to his own boss and seeking a path forward.

Managing Corporate Restructuring: An Employee's Perspective

*Abhishek Mittal, Managing Director,
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In today's dynamic global economy, organisational restructuring has become a frequent strategy for companies striving to stay competitive, efficient, and investor-friendly. However, such decisions often come at the cost of employee displacement, affecting individuals at different stages of their careers in profoundly personal ways. This case study, set in early 2025, explores the human side of corporate reorganisation, particularly the emotional and professional challenges faced by employees impacted by redundancy. Through fictional yet realistic narratives of three professionals—each at a distinct career stage—the case examines the psychological toll of job loss, coping mechanisms, and strategies to rebuild. It also highlights the role of HR and organisational leadership in managing the offboarding process with empathy, transparency, and foresight. The study encourages reflection on how employees can prepare for change, how companies can build humane exit processes, and how career transitions can be supported through mentoring, networking, and proactive planning.

Designed for HR professionals and management students, the case provides critical insights into the softer, often overlooked dimensions of corporate restructuring. It is supported by 2025 data, media reports, and a robust teaching note that discusses reorganisation frameworks, exit planning best practices, and employee resilience strategies.

From Disinvestment to Mini-Ratna: Turnaround of CEL A Case Study on Leadership, Culture, and Discipline in PSU Revival

*Ullas Kumar, Chief Manager HRMS & HRD,
CRIS, Ministry of Railways*

This case study chronicles the miraculous journey of Central Electronics Limited (CEL), a Govt. Of India Enterprise under the Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology, from the brink of privatisation to achieving Mini Ratna Status in less than 4 years. Once declared sold under strategic disinvestment to a private concern, CEL escaped privatisation due to a legal issue with the bidder even after the deal was announced and from there it was no looking back. Under the leadership of its Chairman & Managing Director Chetan Prakash Jain, the organisation undertook bold decisions, strategic reforms and HR interventions to restore institutional credibility and employee morale. The PSU known for pioneering Solar Cells in India exited the solar business and re-invented it in PPP mode to contain losses. One of the most striking elements of CEL's turnaround was the cultural transformation that the organisation underwent for the first time in its history. The leadership showed strong commitment to building a caring and inclusive culture without compromising on integrity, discipline, or performance standards. The CEL case study underscores the role of bold and resilient leadership, stakeholder engagement, strategic diversification and financial reforms to revive organisations in distress. To quote The Ex-Vice President of India Shri Jagdeep Dhankar, "Success of CEL is a case study, a role model for others to emulate" (CEL 3).

Transforming an Organization through Transformational Leadership

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Prof Chandan Kumar Sahoo, Professor, School of Management, National Institute of Technology Rourkela

In the late 2000s, a major Indian iron and steel manufacturer acquired a floundering refractory company that produced magnesium carbon bricks and monolithic masses for steel melting operations. The refractory plant, employing about 200 workers (two-thirds of whom were contractual), was plagued with operational inefficiencies, low morale, and poor industrial relations. By late 2021, the company transferred Mr. X, an experienced executive, to the plant as part of its strategic effort to revive operations. Within a year, under his transformational leadership, the plant saw dramatic changes in performance, morale, stakeholder trust, and profitability.

The Red Sea Crisis: Maersk's Leadership Challenge

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Moitrayee Devi Baruah, Research Associate,
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A.P. Moller-Maersk, one of the world's largest shipping companies, faced an unprecedented crisis when its vessel Maersk Hangzhou came under missile and militant attack in the Bab el-Mandeb Strait on 30 December 2023. This incident highlighted the growing risks to global supply chains from non-state actors. The case explores the dilemmas of three key stakeholders: Captain Lars Jensen (crew safety vs contractual duty), Søren Toft, COO of Maersk (profitability vs reputation), and Priya Desai, IKEA's regional logistics manager (supply chain reliability vs ethical partnerships). Through these perspectives, the case examines leadership, crisis decision-making, and stakeholder trade-offs in a volatile geopolitical environment.

When education is not enough: Naina's journey in negotiating Gendered Pathways in Academia

*Prabhat Sharma, PhD Research Scholar,
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In India, despite the growing enrollment of women in higher education, female PhD research scholars often face structural barriers of numerous kinds. Through the lens of our protagonist, Naina, a PhD student at Central university of Rajasthan (CURAJ), this case study focuses on her lived experience and how she navigates the gendered expectations in higher education, thus highlights the tensions between institutional challenges, societal norms, and personal aspirations. Drawing upon the theoretical framework of gender role theory and role congruity theory, this case study situates Naina's dilemma in choosing between perseverance in academia or retreating under social and institutional pressure. Ultimately, this case study makes us to reflect on how universities can foster inclusive environments that support female PhD research scholars.

Manager's impasse of inspiring employees at virtual workplaces

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Ms. Sonal Gupta, Research Scholar, OB & HR area, Indian Institute of Management Indore, Indore.

Masycoda Solutions, an emerging IT firm headquartered in Nagpur, India, has built a global presence with clientele across North America, Europe, and Asia. With its foundation rooted in developing advanced, customized IT solutions, the company has embraced virtual work environments to maintain a competitive edge and operational efficiency. However, the shift to fully virtual operations presented a complex challenge for Aditya Lonare, the supply chain manager overseeing distributed teams. In November 2024, despite adherence to project

deadlines and procedural metrics, he noticed a visible dip in his team's engagement and enthusiasm during virtual meetings. Team members appeared unmotivated and disengaged, affecting collaboration, creativity, and overall team morale. Aditya, aware of his team's capabilities, began to question deeper psychological needs, beyond task completion, that drive employee satisfaction in virtual spaces. This case presents a realistic and timely dilemma confronting many leaders: sustaining motivation, fostering connection, and managing performance when physical co-presence is no longer possible. The situation underscores how digital workspaces demand a reinvention of traditional management methods to address intrinsic and extrinsic motivators. This case sets the foundation for exploring root causes and potential interventions within virtual team structures and invites readers to apply motivation theories and leadership frameworks to a contemporary business problem.

Rethinking Mental Well-Being at Work: The case Denver, the Chief Happiness Officer at Harvested Robotics

*Manvi Pant, Assistant Professor,
New Delhi Institute of Management*

The case examines a unique and unconventional approach adopted by Hyderabad-based AI agritech startup Harvested Robotics in addressing employee mental well-being within a highly demanding and competitive environment. There is no denying that a majority of startups in India now recognize mental health as a crucial criterion for sustaining productivity and employee engagement. Many are working towards improving it by initiating various programs that include preventive and personalized care, such as organizing mental wellness and mindfulness sessions, strengthening peer support, offering flexible working hours, and adopting digital platforms for therapy/self-help. Harvested Robotics, led by Rahul Arepaka and George Mathew, introduced a unique initiative appointing a Golden Retriever, Denver, as its Chief Happiness Officer (CHO).

Within weeks of adoption, Denver with his tiny paws, wagging tail and playful nature gained popularity in the office. His role extended far beyond novelty. He began to provide emotional comfort, alleviate workplace stress, nurture relationships, and represent the company's commitment to employee well-being.

While this initiative garnered widespread media attention and enhanced employer branding, it also raised critical concerns, including inclusivity for employees who are uncomfortable around dogs, questions about trivializing mental health, investor skepticism about the organization's seriousness, and the sustainability of such practices in the long term.

Discrimination or Perceptual Bias: Insights into LGBT in Work Place

*Dr. Narendra Singh Chaudhary, Associate Professor,
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Dr Shikha Singh, Associate Professor,
Sparsh Global Business School, Greater Noida*

The case highlights the issue of Discrimination and Perceptual Bias in Impulse Private Limited based in Gurugram, Haryana.

In July 2017, Karan Thapar, the software engineer at the Impulse India Private Limited, Gurugram, Haryana subsidiary of Impulse Private Limited, is faced with a dilemma. He was upset by the series of incidents which happened in the organisation. First, he was shocked to know the reaction of his superior and colleagues towards people of LGBT community in their organisation. Secondly, he witnessed Mohit Sanyal who was denied promotion for just being gay despite his credentials and performance. Karan who was secretly gay was moved by these incidents making him restless and indecisive. Thinking of whether he is at right place? Should he stay or leave? As he joined the organisation with an expectation that it respects diversity and individual identity, but found the almost different scenario which crushed his hopes. It also reflects the worries and anxiety of the new employee considering his future. This case has given the deep insights into the corporate world and the diversity issues pertaining to it.

It also gives a food for thought for present and future corporate practitioners to think on the options available to them to deal with such situations considering its repercussions. All identities of organisation, individuals and events mentioned in this case are altered to maintain anonymity without compromising on the integrity. Any similarity would be purely coincidental.

TERN: Beyond AI – A Pathway to Sustainable Recruitment

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Overseas recruitment has become a pressing concern in the global labour market, particularly in the healthcare sector. The recruitment of healthcare professionals is often hindered by challenges such as cultural differences, language barriers, and migration-related issues. To address these gaps, Avinav Nigam founded TERN Group, an AI-driven recruitment platform designed to support healthcare professionals in accessing international opportunities. While the company has made significant progress, it now faces a strategic crossroads: whether to continue expanding primarily through AI-driven solutions or to adopt a more sustainable recruitment model that integrates AI but emphasizes long-term profitability and stability. However, pursuing a sustainability-oriented approach would demand substantial investments in infrastructure and systems, posing a critical challenge for TERN at its current stage of growth.

From Discontent to Departure: Changing Industries After Dissatisfaction and Disrespect

*Pallavi Sinha, Ph.D Research Scholar,
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Favouritism and organisational politics at Mumbai-based Return Bank were clarified by this case. The main character, Mr. Satya Verma, joined Return Bank in the hopes of reaching new heights and advancing his profession. However, because of the persistent organisational politics and favouritism, his dreams were continually shattered. The case tells the account of Mr. Satya's experience, emphasising how colleagues and upper management treated new hires, their expectations, and how they affected Mr. Satya's morale and motivation. It also expresses how anxious and worried the new hires are about their future. For both present and future scholars who might come across comparable circumstances and their possible repercussions, this case offers insightful information about the banking industry and the difficulties that surround it. All organisation, person, and event identities have been changed to preserve anonymity without sacrificing the case's integrity. Any resemblance would be entirely accidental.

To Turn the Tide, The Balshaalis Fight

*Gaurav Joshi, Assistant Professor,
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The Balshaali Group of Institutes was an educational service conglomerate in the Kumaun region of the Uttarakhand state. It began operations in 2000 and pioneered private engineering education in the Kumaun region. Gradually, it also launched the two-year MBA course. However, the popularity of its MBA programme had been witnessing a gradual slump with increasingly more number of seats remaining vacant in the last few years. The Group's initial response of cutting the expenses could not be of help. A research firm was then asked to conduct a study to locate the causes behind the decrease in applicants for the MBA programme. The management of the Balshaali Group agreed with the analysis presented by the firm but was divided over the appropriate course of action.

A case study on Kachua Chap's mosquito Agarbatti Fall From Grace: Strategic HR Blind Spots in a Changing Market

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Mr. Vishesh Umathe , Maharastra Institute of Labour Studies, Nagpur
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Once a pioneering brand in India's mosquito repellent market, Kachua Chap (Tortoise) enjoyed a strong first-mover advantage and household trust across India. It was the first mosquito coil brand introduced in the country and dominated for decades. However, within a span of just a few years, the brand suffered a steep fall from 32.9% market share in 1998 to a mere 2.3% by 2003, with turnover plummeting from ₹60 crore to ₹30 crore.

While many attribute the collapse to marketing missteps and aggressive competitor strategies, this case argues that the deeper cause lies in strategic HR blind spots. The company's complacency, cultural rigidity, and failure to develop or attract talent for innovation left it incapable of responding to rapid industry shifts. The case illustrates how HR-related gaps reskilling, workforce planning, leadership renewal, and organizational culture played a silent but decisive role in Kachua Chap's downfall.

Work, Laws, and Gender: Decoding the Dichotomy of Working Women- Labour Force Participation of Women in India

*Ms. Rosie Murray, Assistant Professor,
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The relationship between theory and practice in India's labor laws reveals a stark dichotomy. On one hand, constitutional provisions and legislative Acts theoretically support women's participation in the workforce. This case study examines India's evolving legal landscape—including constitutional rights, over a dozen key Acts, and recent policy proposals—designed to enable and protect women in the workforce. Conversely, a complex maze of state-specific laws is a barrier to women's economic participation. Drawing on data from the Indian Constitution, 18 Acts governing women's rights, and research from Trayas, a regulatory research and policy advisory firm, a case study was created to evaluate the economic freedom available to women across 23 states. The resulting index highlights the extent of law-based discrimination and aims to address these restrictive policies. The case summarizes the barriers that stop women from participating in labour force with facts and figures. Findings reveal specific barriers, e.g., sector restrictions, night work prohibitions, and cumbersome compliance requirements as hindrances to women's labour force participation in India. The contemporary relevance of the case is, for example, that the McKinsey Global Institute states that if Indian women participated in the labor market at the same rate as men, over 200 million additional workers could be mobilized, potentially contributing \$700 billion to the economy by 2025.

Demystifying the dominant work values of Cohorts in Digital Era

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This case study revisits the construct of dominant work values as outlined in Stephen Robbins' Organizational Behaviour (2001–2002), in the context of a new generational entrant: Generation Z (1997–2012). This paper investigates evolving workforce values across generational cohorts, with a focus on Generation Z (Gen Z). With a digital-first orientation and shaped by the post-pandemic world, Gen Z's integration into the workforce presents new challenges and reconfigures established norms. The case draws upon three recent studies McKinsey Talks Talent (2023), Dr. Shalini Lal's India-based generational research (2023), and CIEL HR Services' report Navigating the New Era of Talent (2024) to provide a composite understanding of intergenerational value systems, engagement patterns, and workplace expectations. Using grounded theory analysis and triangulated insights, the findings reveal that while generational cohorts differ in their approach to work (e.g., Gen Z's preference for flexibility vs. Baby Boomers' emphasis on structure and resilience), there is also convergence in core workplace concerns, such as the need for meaningful work, autonomy, and supportive environments. The study also surfaces a common thread of disengagement across generations, challenging the notion that such trends are Gen Z-specific. Further, it interrogates generational stereotypes (e.g., Gen Z's lack of resilience) through qualitative synthesis and recent workforce data. This case contributes to organizational behaviour literature by updating legacy models with post-pandemic, digitally driven work values and provides actionable insights for managing multigenerational teams in contemporary organizations. The findings challenge prevailing generational myths and offer practical frameworks for managing a multigenerational workforce in contemporary organizational settings. It advocates for a values-based rather than age-based approach to understanding employee needs, emphasizing cohort integration over intergenerational conflict.

The Silent Crisis

Dr. Arindam Saha, Assistant Professor, IPS Academy, Indore

Dr. Megha Jain, Assistant Professor, Jaipuria Institute of Management, Indore

Dr. Manisha Shukla, Professor, Bimhrd, Sri Balaji University Pune

Dr. Devika Trehan, Assistant Professor, Visiting

George has called a meeting of the Chicago Team after seeing the results of the recent annual peer review which showed a negative average with an astonishing drop of 25% compared with last year. During his one-one-one interactions he felt like he had hit the hornet's nest. There were complaints about behaviour, attitude, workplace safety, non-compliance of policies, issues of favoritism, missing professional camaraderie. On the other hand, what Richard considered to be the usual issues of a high performing team turned out to be a silent crisis of incivility and has been tasked to resolve this at the earliest or he would be looking for another job real soon.

Redefining Recognition: Crafting a Smarter Appraisal Model at MAPRI Solutions

Dr. Madhuri Gehi, Assistant Professor, IPS Academy, IBMR, Indore

Dr. Priyanka Yadav, Assistant Professor, IPS Academy, IBMR, Indore

Dr. Arindam Saha, Associate Professor, IPS Academy, IBMR, Indore

This case study examines the performance appraisal challenge at MAPRI Solutions, a 850- employee mid-sized IT services company in Pune. For five years, the organization has employed a points system that rates employees on productivity, punctuality, teamwork, and creativity. These ratings get converted into grades (A–D) that impact bonuses, promotion, and growth. While designed to promote equity, the system has been the source of discontent, with superior performers being rated as average and employees regarding the process as unfair and opaque. Attrition has risen, and developers shun cross-functional projects because teamwork metrics are unclear. Leadership forums report varying opinions: while HR Director Priya Deshmukh believes reform is essential, other executives prefer comparability and order. The case poses larger questions about fairness, transparency, ongoing feedback, and managerial accountability in reviews. Priya now has to choose between embracing a more flexible, feedback-based model or upgrading the current model through clearer criteria and improved communication.

ESG Credibility Crisis at Gensol engineering

*Prof. (Dr.) CMA Kulvinder Kaur,
Prof. (Dr.) Kulvinder Kaur, Professor and Head, Department of Commerce,
KC College, HSNC University, Mumbai.*

Gensol Engineering had been positioned as an Indian clean-energy services firm that combined solar engineering, procurement and construction (EPC) work with an ambitious electric-vehicle (EV) leasing and financing business. The organization had risen quickly in visibility as well as in investor interest during the green-technology wave in India. The year 2025, changed a lot of things when SEBI issued an interim order finding that the company's promoters had diverted significant loans originally taken for purchasing electric vehicles to fulfil their own personal luxurious dreams, and that they had falsified documents to conceal defaults and obligations. The Securities and Exchange Board of India (SEBI) not only barred the promoters from the securities market, but also initiated inquiries against the company. The fallout of this was the reason due to which company's independent directors resigned. The repercussions of these were also felt at the hands of BluSmart, a separately run EV ride-hailing business that had close links with the Gensol founders. The founders of both the companies were the same. Consequently, BluSmart also collapsed and suffered reputational damage. The case study raised hard questions about governance (the "G" in ESG), the limits of environmental branding when governance is weak, and how investors, lenders and regulators should verify sustainability claims.

Triumph, We Have a Problem

Mr. Raj Velarkar, Research Fellow, BIMHRD, Sri Balaji University, Pune

Dr. Manisha Shukla, Professor, BIMHRD, Sri Balaji University, Pune

Dr. Megha Jain, Assistant Professor, Jaipuria Institute of Management, Indore

Dr. Devika Trehan, Assistant Professor, Adjunct

Triumph Industries a manufacturing giant was operating on intuitive and traditional HR practices, which led to serious issue of pay disparity where compensation was excessively high compared to the job role's requirements of at least 10% of the total employees. One month into his new job as CHRO and Prashant was asked to fire all these employees to resolve the pay disparity problem. However, he had made up his mind, that no matter what happens in the meeting tomorrow he will not fire the employees at any cost.

Talent as Strategy: The Employer Branding Transformation

*Dr. Anvay Bhargava, Assistant Professor, Jaipuria Institute of Management
Ms. Mimansa Dadheech, HR Associate, Atelier Insurance Broking Pvt. Ltd*

The Indian insurance broking market is changing at a high pace due to the digitalization, new insurtech, and changing customer demands. With all these changes, Atelier Insurance Broking Pvt. Ltd. which was established by Anoop Katta is a company that was growing well, however, it was facing serious human resource problems of unfair performance assessment, lack of promotion and growth in their career, inadequate employer reputation, and stereotypes about the industry. With the realization that growing to 300+ employees needed more than sales- performance visibility, the leadership started to shift strategically to stop B2C marketing and began to build employer brands and culture. The firm has repositioned itself as a people-first organization through interventions that include inclusive leave policies, recognition programs, formalized career paths, wellness programs, digital employer branding, and employee advocacy. These enhanced the quality of recruitment, retention, internal promotions, and digital interactions and enhanced its external reputation. The case illustrates the strategic issue between the short-term revenue increases and long-term sustainability and proves that an investment in culture and employer branding offers resilience, trust, and competitive edge in the development of organizations.

An Intern's Dilemma: Journey from Campus to Corporate

*Dr. Bindiya Gupta, Professor, Unitedworld Institute of Management,
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This case narrates the internship experience of a second-year management student, Harshit Patel, placed in the Human Resources department of DivineVita, a prominent multi-specialty hospital. The narrative captures the gap between academic theory and practical execution, emphasizing themes such as micromanagement, employee morale, leadership style, and organizational politics. The case serves as a basis for discussing real-world HRM challenges and offers insights into how internships contribute to providing practical insights and professional development highlighting significance of effective human management skills in the healthcare sector.

This case underscores the importance of experiential learning in management education. Internships, especially in high-pressure workplaces like hospitals, expose students to organizational realities that surpass textbook-based knowledge. While challenging, such internships are transformative, shaping future managers not just in skill, but in professional outlook and attitude. For faculty in business education and human resource practitioners, the case also raises important questions about how internships provide ways to equip emerging professionals for the interpersonal and power-related realities in actual work settings.

Developing a Sustainable HR Framework to measure Talent Acquisition Effectiveness Using HR Analytics: The Case of Modern Foods

*Dr. Sona Vikas, Professor; Asian School of Business Noida
Dr. Ashish Mathur, Assistant Professor; Department of Business Administration,
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Technology enables and empowers organizations to evaluate the effectiveness of the HR (Human Resource) functions, particularly through artificial intelligence and analytics. In fact, HR is no longer about people decisions being based on experience, intuitive or gut feeling. Instead of only being process oriented, focus in HR, is now on being analytics driven. This case study is an attempt to develop a sustainable HR framework to measure talent acquisition effectiveness using HR analytics at a leading FMCG company. In 2023, the talent acquisition team of Modern Foods Pvt. Ltd. was assigned to hire sales persons on contract, in order to achieve the ambitious sales targets by the management. One year after the onboarding of these employees, the HR Leadership tries to measure the talent acquisition effectiveness by hiring the authors as an external consultant team who first identify the metrics for evaluation, and then conducts the analysis of the organizational information available. Basis the analysis, recommendations were then made by the authors. The framework that is proposed endorses that analytics can be used to generate meaningful analysis for improved decision-making.

Bhadla Solar Plant Governance Model: Harnessing the Desert Sun of Rajasthan through Green Federalism

*Nandita Kapoor, Research Scholar,
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Environmental problems have transcended the borders, and thus ramifications of such tribulations are also felt in other parts of world. In such a scenario, this paper presents how an effective model of cooperative governance, federal arrangement, administrative innovation, and inter-governmental collaboration paved way for establishment of Bhadla Solar Power Plant in Rajasthan. While existing studies primarily see it as a technological miracle making it an epitome of technical invention, this paper dissects the foundational institutional processes involved including centre-state synergistic arrangement, public-private partnerships, shared responsibility, cooperative federalism under the larger ambit of international renewable energy commitments, transnational norms and sustainable government goals. Thus, this paper would explore how intersection of green federalism and living experiment of domestic environmental projects would create a scenario to move away from contestations offered by federal arrangement, and pave solutions for policy-makers, administrators, and students of public administration, governments, having implications at a global level. The case study would include narrative lens of all the stake-holders involved, including the voices of marginalized people to showcase how their problems were confronted while moving towards the path of development.

Finance

Headways, Headaches, and Throughput: Applying TOC in Hyderabad Metro Rail's Operations & Management Accounting

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This realistic teaching case explores how the Theory of Constraints (TOC) framework can be applied to optimize urban metro operations in the face of external cost shocks. This uses a hypothetical yet a Realistic Hyderabad Metro as a focal example. Specifically, the case examines the impact of a 20% rise in energy prices on corridor-wise throughput per constraint minute (TPCM), highlighting shifts in profitability and resource prioritization. Using real-world parameters such as energy consumption per kilometre, ridership patterns, and fare structures, the case demonstrates how marginal costs affect operational efficiency across corridors of varying lengths and loads. Students are tasked with recalculating TPCM rankings before and after the price hike, evaluating whether to reschedule maintenance windows or reduce off-peak train frequencies. The case reinforces core TOC principles identifying and exploiting bottlenecks, elevating constraints, and avoiding suboptimal local decisions while provoking strategic thinking on sustainable transit planning under cost volatility.

Shanmuga Hospital Limited: Strategic Funding for Modest Expansion

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Shanmuga Hospital Limited, a multi-specialty hospital in Tamil Nadu, is classified as a small and medium-sized enterprise (SME). It had been growing steadily for nearly four decades and was contemplating its next expansion step. With patient numbers rising and operational costs increasing, the hospital required substantial capital to upgrade its infrastructure and medical equipment. In June 2024, the hospital's founder and Managing Director, Dr. Panneerselvam Palaniappan Shanmugam, faced a critical decision at a board meeting regarding the most financially viable and sustainable financing option. While traditional funding sources, such as bank loans and venture capital, were available, the hospital was also considering an Initial Public Offering (IPO) to raise funds. This case study explores the various financing options available to Shanmuga Hospital, weighing the advantages and disadvantages of each and examining the implications of opting for an IPO over other methods. Students are asked to step into the shoes of the protagonist, Dr. Panneerselvam Palaniappan Shanmugam, and conduct both financial and cost analyses to understand the company's financial position, and determine the most appropriate financing decision for Shanmuga. The case highlights the challenges faced by healthcare sector SMEs, particularly in securing funding for growth.

RBI's First ever Off-Cycle MPC: Balancing Inflation Control with Sustainable Economic Growth

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The Reserve Bank of India (RBI) faced an extraordinary policy challenge in May 2022 when its Monetary Policy Committee (MPC) convened the first-ever off-cycle meeting in response to mounting inflationary pressures and uncertain growth prospects. Triggered by the Russia-Ukraine conflict, global supply chain disruptions, and surging crude oil and food prices, India's retail inflation breached the upper tolerance band of the RBI's 2–6% target range. At the same time, the domestic economy, though resilient, remained in a fragile recovery phase following the COVID-19 pandemic, with growth projections moderated due to heightened global and geopolitical risks. The MPC's dilemma centered on balancing the dual mandate of controlling inflation to preserve macroeconomic stability while sustaining growth momentum to avoid derailing economic recovery. This case study examines the domestic and international factors shaping the MPC's decision-making, including inflation dynamics, commodity price shocks, credit growth, fiscal measures, foreign exchange reserves, and global monetary tightening. It further explores the potential outcomes of the policy choices: an aggressive rate hike to curb inflation, maintaining status quo to support growth, or a calibrated middle path through moderate tightening. The case highlights the complexity of monetary policy under crisis conditions, where time lags in policy transmission, public sentiment, and global uncertainties amplify the decision-making challenge. By situating India's off-cycle MPC meeting within the broader context of macroeconomic trade-offs, the study underscores the critical role of central banks in navigating inflation-growth tensions in an interconnected world economy.

Zepto: Can Speed Alone Build Market Leadership?

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Zepto, founded in 2021 by Stanford dropouts Aadit Palicha and Kaivalya Vohra, has rapidly emerged as a leading player in India's quick-commerce sector with its pioneering 10-minute delivery model. By 2024, the company had achieved a \$5.5 billion valuation and secured nearly 29% market share, second only to Blinkit. Despite its exponential growth and strong customer adoption, Zepto continues to operate at significant losses, posting a net loss of ₹1,249 crores in FY24 even as revenues doubled to ₹4,454 crores. While 75% of its dark stores have turned EBITDA positive, the broader business remains challenged by thin margins, high operational costs, and intensifying competition. As investor scrutiny shifts from growth to profitability, Zepto finds itself at a strategic crossroads, weighing multiple exit strategies: pursuing an IPO, raising further venture capital, or considering acquisition by a larger retail or e-commerce player. Each path offers opportunities and risks an IPO would enhance credibility but expose the company to public market pressures, further VC funding could sustain aggressive expansion but may come with restrictive terms, and acquisition could provide stability at the cost of autonomy. This case study examines Zepto's disruptive business model, funding trajectory, and competitive landscape within India's \$6 billion quick-commerce market, projected to reach \$20 billion by 2030. It highlights the dilemmas faced by hyper-growth startups in balancing investor expectations, operational sustainability, and long-term profitability. The case ultimately asks: can speed and scale alone secure Zepto's market leadership, or must the company reconfigure its model to achieve enduring success?

Studying the Role of Mobile Banking in Transforming Consumer Behavior: Insights from Selected Indian Public Sector Banks

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The aim of this study is to understand the changing paradigm of consumer behavior towards mobile banking in the public sector banking in India. The study illustrates the evolution of traditional banking processes via digital channels, fostering cashless and technology-driven activities among consumers. The study examines how mobile banking services affect adoption and consumer decision-making of digital finance using the top three public sector banks. The investigation used a multiple case study methodology to investigate key behavioral factors, including attitude, subjective norms, perceived behavioral control, perceived risk, and perceived value. The findings demonstrate that these characteristics are essential for mobile banking adoption and enhance consumer satisfaction within public sector banks. This research not only contributes to the existing literature on digital finance and consumer behavior but also provides empirical evidence related to an emerging economy, like India. Additionally, the study suggests implications for policymakers and banking organizations aiming to improve the adoption of mobile services and enhance consumer satisfaction.

Financial Conundrum: A Case on Understanding of Basics Financial Planning

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This case is about multi-generational financial planning. Mr. Ajay Gupta, retiring from a government job, wants to shift his conservative, fixed-income investment plan to a diversified one, while his son Palash, a young IT professional, wants to utilize modern investment channels for long-term wealth creation. The storyline focuses on a session of consulting financial expert Mr. Anil Chopra, who takes them through fundamental principles of finance: the effect of inflation, compounding advantages, and the "Rule of 72" for double investment. Mr. Chopra also highlights the aspect of customized financial planning based on specific risk tolerance and life cycles, highlighting Mr. Ajay's conventional method against Palash's requirement for growth-inclined investments. The case discusses different investment vehicles, viz., mutual funds (SIPs and lump sum), fixed deposits, and post office schemes, recommending diversification of a portfolio to spread risk and gain maximum returns. The consultation also talks about tax planning options, points out deductions according to the Income Tax Act, and the significance of matching investment to goals. The case depicts a journey of education and empowerment concerning money, such that both Mr. Ajay and Mr. Palash are now capable of taking knowledgeable decisions in pursuit of financial security.

From Recovery Tool to Revival Framework: Rethinking Single- Creditor Insolvencies Under the Insolvency and Bankruptcy Code

V. Satya Venkata Rao, Professor of Practice, GITAM University, Visakhapatnam

One of the most significant economic legislations that has engaged the attention of both the stakeholders and the Non stakeholder is the Insolvency and Bankruptcy code. Introduced in the year 2016, the insolvency law has been hailed as one of the important policy initiatives undertaken to address the long felt need of a suitable exit options for businesses, particularly in the corporate sector. In its implementation, the code has seen tremendous developments in the reorganisation of businesses over the last 9 years.

The backdrop of the Introduction of the Insolvency and Bankruptcy code can be traced to the lack of an effective legal framework coupled with Institutional adequacy in the field of corporate restructuring. The need for an effective and efficient legislation has been felt not only by the corporate world and other entities within India but also stakeholders' foreign institutional investors, foreign creditors and the like) abroad have felt the need for such a comprehensive legislation.

The working /implementation of the Act has been one of evolution. Policy Makers, Law Makers, Regulators, Jurists, Academicians have all contributed to this evolutionary phase. The core objects of the Insolvency Law that are to be achieved are

- Timely Resolution
- Maximisation of the Asset Value
- Promotion of Entrepreneurship
- Priority in the Payment of dues
- Balancing the interests of various stakeholders.

This paper examines the representative nature of insolvency proceedings, highlights concerns arising from single-creditor initiated cases, and proposes policy reforms to align practice with the IBC's revival-oriented objectives.”

From Compliance to Conscience: Rebuilding Ethical Foundations in Indian Banking

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This case study explores how the major financial scandals in India during the 1990s and early 2000s—specifically the Harshad Mehta and Ketan Parekh scams—were not just the result of poor regulations but deeply rooted in the culture and ethical behaviour inside financial institutions. It shows how these scams thrived because of unchecked greed, lack of transparency, and a workplace environment where unethical actions became the norm. The study takes us through how the banking atmosphere before liberalization was mainly about following rules rather than questioning their fairness or spirit. Personal relationships often took precedence over formal controls, creating opportunities for fraud. Both scams revealed widespread collusion, with insiders turning a blind eye or actively helping to manipulate the system for personal gain.

Most strikingly, the frauds were uncovered not by internal whistle blowers but through persistent investigative journalism, highlighting a culture of silence and fear within institutions. The research argues that fixing rules alone is not enough; what's needed is a deep cultural shift emphasizing ethics, protection for those who speak up, and regular checks on the health of an organization's ethical climate.

Finally, it proposes concrete steps like routine ethics training, whistle blower protection programs, and cultural audits to prevent similar scandals in the future.

This human-centered approach sheds light on the real drivers behind financial misconduct and offers a practical roadmap for creating safer, more transparent financial institutions in India.

Public Policy Implications for Esg Financing in India's Renewable Energy Sector

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The interface between sovereign ESG risk and corporate credit assessment in the Indian renewable energy sector presents a complex challenge. As Swetank Malhotra, the CFO of ReNew Power Ltd., can testify, securing the financing of new projects is a challenge. Despite India's commitment to renewable energy, green companies face higher borrowing costs because of its sovereign credit profile, reflecting urgent concerns such as climate vulnerability, governance problems and social instability.

This study, through nuanced analyses of corporate bond yields, ESG ratings, and sovereign risk indices, sheds light on the paradoxical financial outcomes facing green Indian companies. The difference in borrowing costs between these companies and their fossil fuel counterparts in developed markets raises fundamental questions about the effectiveness and fairness of the financing of environmental and social protection groups.

By examining this critical issue, the study aims to provide the ground for the development of innovative solutions such as separate rating models, blended funding and targeted policy interventions.

Marketing/Digitalisation

What is my Database?

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State Financial Corporation (SFC) was founded in 1959 and constituted as per Companies Act 1956 and governed as per State Financial Corporation Act 1951. SFC provided short-term and long-term loans to entrepreneurs to set up or expand their micro, small or medium enterprises. SFC implemented a software solution to take care of its loan processing and loan recovery operations. Over the years, the software application and database software was not upgraded and became incompatible to advanced technologies. SFC undertook the journey of implementing a new software application to handle current and future requirements. The high-level committee constituted to provide direction on implementation of new software application decided MySQL as the database software, Centre for Innovative Governance (CIG), the software arm of government, undertook the development of software application and completed several modules within a year. The failure of MySQL database in a similar software application in another organization resulted in huge loss and raised concerns. The dilemma is whether to go ahead or to revisit the decision of high-level committee with regard to database software.

Scaling sustainable tribal enterprise: The Van Dhan Vikas Kendra Dilemma in Odisha

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The case examines the strategic dilemma encountered by Mr. P.K Panda, regional manager of TRIFED, Odisha, in his effort to expand the Van Dhan Vikas Kendra (VDK) network under Pradhan Mantri Van Dhan Yojana Scheme. Despite ambitious targets to scale up to 300 VDKs operational reviews reveal a troubling mix of dormant and thriving centres. Evidence drawn from government reports and an Indian institute of Public Administration (IIPA) investigation highlights systemic bottlenecks, delayed procurement agencies, low scheme awareness, poor training and infrastructure, inadequate market access and limited value addition and credit, which all contributing to uneven VDK performance. Odisha's implementation stands out for its broad SHG engagement, with over 48,000 women beneficiaries and diverse value addition units demonstrating significant socio-economic impact. Other challenges like storage facility, tool availability, logistical challenges and effective marketing restrict broader success. Comparison with other states show that robust institutional support, intensive capacity building and careful sequencing drive successful outcomes, while unchecked expansion leads to underperforming or paper only centres. Mr. Panda must thus choose between pursuing rapid expansion to meet official targets or consolidating and strengthening existing VDKs for sustainability and long-term livelihood gains. The case surfaces critical questions for administrators and policy makers, should the focus shift toward reviving dormant centres and addressing foundational challenges, potentially at the cost of delayed expansion or should the state continue its push for new centres despite unresolved operational gaps. The case provides an evidence-based lens into grassroots enterprise development, the politics of target driven policy and complexities of tribal empowerment in Odisha.

Zomato Limited: The Eternal Transformation Navigating Multi-Vertical Growth in India's Digital Ecosystem

*Abhishek Mittal, Managing Director,
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In February 2025, Deepinder Goyal, CEO and co-founder of Zomato Limited, stood before his leadership team in the company's Gurugram headquarters, reflecting on one of the most audacious corporate transformations in Indian startup history. Just days earlier, Zomato had announced its rebranding as "Eternal," a holding company structure that would encompass four distinct business verticals: Zomato (food delivery and restaurant services), Blinkit (quick commerce), Hyperpure (B2B restaurant supply chain), and Zomato Live (events and ticketing).

The transformation represented far more than a cosmetic rebranding exercise. After 17 years of relentless experimentation, strategic pivots, and fierce competitive battles, Zomato had evolved from a simple restaurant menu directory into India's most diversified food-tech conglomerate. The Eternal structure signaled the company's ambition to transcend the constraints of single-vertical competition and emerge as India's answer to global technology giants like Alphabet and Meta.

Yet as Goyal contemplated the road ahead, fundamental questions loomed large. Could Eternal successfully integrate diverse business models while maintaining the entrepreneurial agility that had defined Zomato's DNA? Would investors and consumers embrace this radical reimagining of India's food delivery pioneer? Most critically, in a market where focus often trumped diversification, was Eternal's multi-vertical strategy a masterstroke of strategic vision or a dangerous dilution of competitive advantage?

Lemonade to Pipp: Reinventing Social Commerce for the Creator Generation

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The pivot from Lemonade, a vendor-driven fashion marketplace, to Pipp, a creator-first social commerce platform, in July 2024 was both exhilarating and anxiety-inducing for Dana Malaeb, and Arthur Bizdikian, co-founders of both ventures. Six months after Pipp's much-anticipated soft launch, sitting in her Beirut office, Malaeb questioned Bizdikian: *"Was the transition from Lemonade to Pipp the right decision?"*

Headquartered in Beirut, Lebanon, Pipp positioned itself as a social commerce platform designed to convert content into commerce through micro-creators. Creators could market and sell products and experiences in an engaging, interactive format, while followers enjoyed an integrated journey of watching, sharing, and purchasing directly from creators (See exhibit 1). To further strengthen participation, Pipp incorporated gamification mechanics that rewarded both user activity and creator engagement, fostering deeper interactions across the platform. The platform offered recognition for micro-creators, long overshadowed by celebrity influencers and reinforced that 10,000 followers could matter as much as 1 million. Early signals seemed encouraging as creators enthusiastically spoke about having a platform designed for them, and content uploads were increasing. Yet cracks started to emerge.

Initially, supportive investors were pressing for proof that Pipp could scale beyond sign-ups. Global competitors loomed large. TikTok, Instagram Shops, and China's Douyin already dominated the creator-commerce landscape, raising an uncomfortable question: Could Pipp carve out a distinctive niche in the social commerce platform market, or was it a late entrant in an increasingly crowded field? Vendors selling products, services, and experiences through vloggers on various platforms remained hesitant to commit, as revenue lagged. For Malaeb, the dilemma was stark. Was the shift from Lemonade's vendor-centric roots to a creator-first ecosystem too radical, too soon or a necessary gamble to stay relevant in the age of the creator economy? The decision ahead would determine Pipp's identity and whether it could secure survival and achieve meaningful differentiation.

Podcasting as the New Branding Frontier: The Case of Vijay Mallya on Raj Shamani's Show

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Podcasting has expeditiously materialized as a powerful tool for branding and marketing, stretching beyond entertainment into political communication and corporate online reputation management. This case study delves into how controversial figures take advantage of influencer-led podcasts for reevaluating their public image and seek brand rehabilitation. Using the example of Vijay Mallya's 2025 debut on The Raj Shamani Podcast which accumulated over 20 million views in only four days we evaluate how a big shot fugitive entrepreneur deployed anecdotes of victimhood, emendation, and entrepreneurial pride for repositioning his personal brand.

Mallya, once celebrated as India's "King of Good Times," realised his public image on the verge of debacle amid accusations of defaulting loans, fraud, and money laundering subsequently the failure of Kingfisher Airlines. After practically nine years of media silence, his decision to engage with an eminent digital influencer on a long-form content platform showcased a fascinating example of leveraging contemporary media formats for controlling narratives. This case conducts an end to end evaluation of Mallya's public persona, the characteristics of the fledgling podcast industry, and the influence of podcast as a medium for online reputation reshaping, in conjunction with both Mallya's stated intentions and the critical reception of the interview. It speaks about the potential of podcasts for providing an intimate, direct channel for communication, helping famous figures to bypass traditional media filters and engaging with the audiences directly, while also analysing the inherent risks and criticisms affiliated with such a strategy.

Established on content analysis and sentiment data (989 representative YouTube comments), the case features the 'sentiment paradox': while approximately half the comments shared positive sentiments, negative voices captivated engagement, reframing the podcast appearance as a PR stunt. This case showcases podcasts as a strategic podium aimed to be utilized for deadlock communication and online image rehabilitation, specifically in emerging markets like India where influencer-driven media holds gargantuan sway. Benoit's (1997)

Image Repair Theory is used in the case for exploring the strategic use of denial, bolstering, and corrective action, while noting the truancy of impactful mortification. It encourages students to critically analyze if podcasting is a relevant medium for rebuilding online reputaion in the digital age.

Swadhaar FinAccess: 'Tech and Touch' Approach on Financial Inclusion

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This case study explored how Swadhaar FinAccess successfully integrated technology and in-person support to enhance financial literacy and empower underserved populations. It would examine the effectiveness of their Swadhaar Saathi mobile application, tele-calling services, and digital content in improving financial knowledge and access, alongside the role of community trainers and financial health workers in fostering long-term financial inclusion. It will further illustrate real examples of persons and communities benefiting from the dual approach, with their experience and challenges to disseminate digital financial tools among poor households with hardly any background exposure to the world of technology.

Balancing Brand Visibility: The Conundrum of Latafa

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Dr. Suchita Vishwakarma, Professor, IILM Academy of Higher Learning, Lucknow

The Latafa Perfumes was started by Suleiman Ali Khan (he) in January 2022 in the city of Lucknow India. The brand was into re-creation of expensive luxury fragrance names. Suleiman crafted the creations himself at affordable prices to ensure that his scents reached maximum clientele. The brand achieved its break-even in May 2023. Eventually, over the years, the sales did not increase as expected. The outlet was based in a commercial property of a local bustling market at the back side of the first floor. Even though the market attracted significant footfalls; however, the outlet's location made it really difficult for the prospects to check out the name of Latafa. It was July 2025, when Suleiman was faced with the prime conundrum of increasing the store's visibility. He was confounded if relocation at the nascent stage of his business could be the right move to balance visibility and positioning while not affecting the finances. The cost associated with relocation were comparatively higher. Could the investment towards aggressive marketing and digital campaigns drive the footfall and profit margins? Having existed in the market for almost three years, Suleiman had to think a way out!

Adani's Acquisition of Ambuja Cements and ACC: From Opportunity to Expansion

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Prof. Sunil Kumar, Faculty of Management, South Asian University

This case study examines the Adani Group's \$10.5 billion acquisition of Ambuja Cements and ACC Ltd. from Holcim in 2022. This was one of the biggest deals in India's cement industry. The study highlights the strategic context of Holcim's exit, which emerged from its global shift towards sustainability and low-carbon materials, and Adani's entry rationale, which aligned cement with its infrastructure-focused ecosystem. The deal made Adani the second-largest cement producer in India, with a capacity of about 70 million tonnes per year. This was possible because it used vertical integration through its ports, logistics, and power businesses. The paper reviews the pre-acquisition industry structure, company profiles, and regulatory approvals, followed by the post-acquisition performance of Ambuja and ACC, including capacity expansion, margin improvement, and sustainability commitments. The case demonstrates that Adani's acquisition created immediate market leadership with long-term strategic implications.

Myntra: Reinventing Fashion E-Commerce in India

Tulsi Thakran, PhD Scholar, Gurugram University

This case study showcases the strategic transformation of, India's biggest fashion and lifestyle e-retailer, in 2023-2025, emphasizes Myntra. Now, the company's strategy is to integrate influencer marketing, gamification, AI-driven personalisation, and live commerce to capture the rising Indian fashion e-retail market. The case showcases the dilemma of how Myntra should evolve its 4Ps (Product, Price, Place (distribution), Promotion to maintain its long-term leadership in India. Deciding whether to continue prioritising quick fashion-led growth, focus on sustainability and long-term loyalty, or differentiate through technology-driven innovation. Readers and students are encouraged to critically examine these options using evidence from the fast fashion industry in the Indian retail market.

Incredible India Campaign: Branding a Nation, Delivering an Experience

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This case study examines the conception, evolution, resilience, and reinvention of Incredible India, one of the world's most recognized nation-branding campaigns. Launched by the Ministry of Tourism in 2002 under the leadership of Amitabh Kant and executed with Ogilvy & Mather, the campaign repositioned India's image abroad from reductive stereotypes of poverty, chaos, and underdevelopment into a destination of wonder, diversity, and cultural depth. Through minimalist yet powerful visuals, from the painted face of a Kathakali dancer to the explosion of Holi colors, the campaign sold not itineraries, but emotions: awe, curiosity, and discovery.

The early success of Incredible India was dramatic. Within three years, foreign tourist arrivals rose by nearly 65%, from 2.38 million in 2002 to 3.92 million in 2005, significantly outpacing global averages. The brand won awards, attracted media attention, and gave India, for the first time, a unified tourism identity. Yet success revealed a paradox. Even as arrivals surged, India continued to lag behind smaller Asian competitors: Thailand, Malaysia, and Singapore welcomed 10 - 12 million visitors annually in 2002, while Spain received nearly 50 million. India's per-capita tourist spending also remained low, reflecting gaps in infrastructure, safety, sanitation, and service quality. In short, Incredible India excelled at raising awareness but struggled to ensure delivery.

The campaign was repeatedly stress-tested by crises. The 2008 Mumbai terror attacks, broadcast worldwide, tarnished perceptions of safety. The 2009 global financial crisis depressed international travel across the board. Complaints of overcharging, harassment, and poor sanitation contrasted sharply with the glossy promise of the brand. Recognizing that the essence of tourism branding lay in lived experiences rather than advertising alone, the Ministry launched Atithi Devo Bhava in 2008, with actor Aamir Khan urging citizens to treat visitors with dignity. This inward-facing campaign aimed to align India's hospitality culture with its outward image. Implementation was uneven, but represented an important acknowledgment that branding had to be reinforced domestically.

By 2011, it was clear that Incredible India had achieved what few campaigns had: the creation of an instantly recognizable global identity. Yet the real challenge

was no longer visibility but credibility. Could India sustain the expectations it had raised? Could it translate awe into trust, and curiosity into loyalty? These questions shaped the next decade, as the campaign diversified, digitalized, and sought to move from image-making to experience-building.

Consumer Behaviour in the Age of Quick Commerce: A Study of Convenience and Impulse Buying

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This paper analyzes the change of consumer behavior that quick commerce platforms have brought to the modern digital marketplace. On-demand delivery services have lately experienced significant growth, elevating the need for knowledge regarding changes in consumer purchase decision behavior among retailers and platform operators. In this paper, five major dimensions in which quick commerce adoption has been changing consumer behavior will be discussed. It reviews the way growing use of commerce platforms fundamentally changes customer behavior, examining the shift from standard shopping patterns to models of instant gratification. In specific terms, it assesses the influence that personalized offers and targeted reminders have on the tendency of customers to indulge in impulse buying—a big move away from planned purchasing behaviors. The research of easy product discovery, general perceived convenience, and simple ordering systems influence consumer buying decisions in the quick commerce ecosystem. Major critical attention is paid to how on-demand accessibility and fast delivery features reframe consumer expectations and their purchase frequency. This study also takes into account consumer sensitivity toward delivery charges, handling charges, and surge pricing in their collective impact on spending behavior across the commerce platform. Data were collected from 144 respondents with the help of structured questionnaires. This primary data empirically highlights the behavioral change that happens due to the adoption of quick commerce. The findings advanced knowledge about psychological and economic factors that influence contemporary consumer behavior, thereby offering very useful implications for platform optimization, marketing strategies, and service delivery models in an evolving landscape of instant commerce.

Aaj ki Awaaz: Policy Disconnect and Organizational Fallout

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Aaj ki Awaaz is one of the leading newspapers in Madhya Pradesh, known for its responsible journalism. The case focuses on the acquisition of Aaj ki Awaaz by the Jagriti Prakashan Group, a major industry giant, and highlights policy failures at the top-management level. These failures resulted in lackluster performance, a contraction in circulation, and a decline in revenues. The case explores the challenges faced by the Vice President of the newspaper, who is determined to restore its position as the number one newspaper. It provides insights into the shortcomings that serve as driving forces for strategic decision-making.

Engines of Ascent

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Dr. K.S. Harish, Professor, Data Sciences Department, SSIM, Secunderabad

*Mr. Sandeep Kumar, Associate Director-HR, Ferring Pharmaceutical Private limited, Hyderabad
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This case study explores the remarkable journey of Aequs, a company that has evolved from a modest engineering office in Bengaluru to a global manufacturing powerhouse driving India's foremost aerospace and precision manufacturing ecosystem. Founded by Aravind Melligeri, Aequs has pioneered an ecosystem-driven approach to manufacturing, transforming underdeveloped regions in North Karnataka into vibrant industrial hubs for aerospace, consumer goods, toys, and high-precision electronics.

The case highlights how Aequs leveraged vertical integration, strategic location choices, and alignment with global supply chain realignments such as the China+1 strategy to gain a competitive advantage. It examines the company's diversification into adjacent industries and its contribution to regional economic development, job creation, and social impact.

With Aequs preparing for an Initial Public Offering (IPO), the case presents students with an opportunity to critically evaluate the strategic, operational, and governance considerations involved. The case also raises questions about sustaining growth while balancing commercial ambitions with social commitments, especially in emerging markets.

Chaayos: Brewing a Sustainable Future

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Dr. Shikha Mittal Shrivastav, Associate Professor,
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Chaayos, a venture-backed company positioned as the "Starbucks of Chai" in the Indian market, is grappling with a fundamental dilemma: how to achieve sustainable profitability while maintaining its high-cost, premium business model in a fiercely competitive and price-sensitive environment. This case study delves into the strategic and financial challenges faced by the company, analyzing its value proposition of superior hygiene, ambiance, customization, and technology. It explores the viability of this premium model against the backdrop of two distinct competitive threats: the ubiquity of low-cost traditional street vendors and the presence of well-funded modern cafes. Through a detailed examination of its brand positioning, pricing strategy, and financial performance, this study seeks to answer whether Chaayos can create sufficient consumer surplus to justify its premium pricing and achieve long-term economic viability. This analysis is grounded in key economic and marketing theories, including consumer surplus, behavioral economics, economies of scope, providing a comprehensive framework for understanding the complex dynamics of the Indian QSR (Quick Service Restaurant) market.

Crisis Management at NexTech Solutions: A Management Case Study

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In March 2023, a mid-sized technology company called NexTech Solutions, which specialises in cloud storage and data services, was targeted by an advanced ransomware attack that disrupted its systems and exposed client-sensitive data to risk. The firm faced an intense challenge in terms of corporate resilience, leadership, and strategic readiness in an environment exposed to high levels of reputational, operational, legal, and financial risk.

NexTech's Security Operations Centre (SOC) first identified the breach and immediately escalated it to top management. These ransomware attacks affected the key client-facing systems by encrypting them. They demanded a payment of \$ 15 million in bitcoin, with the threat of publishing confidential information if no ransom was paid within 72 hours. The strike revealed a 0-day exploit in a third-party component, which caused significant chaos in decision-making under pressure.

NexTech, led by Chief Executive Officer Samantha Lee, Chief Information Officer David Martinez, and Chief Compliance Officer Priya Singh, did not decide to pay the ransom. Instead, the company activated its crisis management system, hired third-party cybersecurity consultants, cooperated with law enforcement, and initiated a comprehensive recovery program. Honest communication with clients and regulators, as well as prioritisation (triage) of operations and the ability to restore backup operations, enabled the company to recover key services within days.

The crisis revealed significant weaknesses in NexTech's infrastructural setup, personnel training, and control. The post-event leadership has implemented far-reaching organisational amendments, including the tripling of the cybersecurity budget, new crisis-response policies, and digital risk oversight by the board. This case study offers a comprehensive examination of the strategic, technical, and ethical aspects of the challenges management faced in the event of a high-impact cybersecurity crisis. It examines how to achieve a balance between short-term containment and long-term brand protection, and leaders can learn many valuable lessons from a field of technology-driven companies.

Crafting Balance: Tradition, Technology, And Women Empowerment at Creative Handicrafts

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The case study focuses on the channel management and positioning issues faced by Nikhil Agrawal, founder of Creative Handicrafts - a known outlet for Appellaque embroidery and appliqué work native to Rampur, Uttar Pradesh, and having carved a niche for itself, more so with the handicraft becoming a part of the coveted 'One District One Product (ODOP)' scheme of the central government. For well over a decade ago when Nikhil took over the active reins from his father to up until recently, the business sustained and further blossomed through a mix of wholesalers, boutique shops, and the exhibitions in Rampur and Delhi while employing more than fifty only-women artisans. That said, of late, machine-made versions of the craft across product categories – bedsheets, ladies' suits, household items etc. led to declining wholesale orders coupled with a rising population of youngsters who preferred online marketplaces and this made Nikhil contemplate redesigning his distribution strategy. For somebody whose business was built on a strong wholesaler base and who was unsure of adopting social media, Nikhil's risk was the trade-off between embracing the digital – at the cost of alienating the physical (read wholesalers, retailers, etc.) and the continued reliance on physical while relegating the digital to the fringes. The case highlighted issues of channel conflict, brand positioning, disintermediation, and omnichannel strategy, concurrently emphasizing the challenge of balancing commercial growth with social mission.

From Fragmented to Premium: A Strategic Leap

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This case explores how Alby successfully applied the Blue Ocean Strategy in Kerala's pet care industry by creating an uncontested market space through Alby's Pet Haven, a differentiated and customer-centric business model. The study adopts a case-based approach, examining the strategic choices made by Alby in conceptualizing and scaling Alby's Pet Haven. It highlights the integration of retail innovation, service differentiation, and expansion strategies that enabled the venture to establish itself as a market leader. Alby's Pet Haven disrupted the fragmented pet care sector by introducing a large-format retail model, combining products, grooming, veterinary services, and bathing facilities under one roof. By prioritizing premium, personalized services and leveraging first-mover advantage, Alby addressed unmet customer needs and created sustainable competitive differentiation. The replicable and scalable model facilitated rapid expansion across cities in Kerala and Bangalore. This case demonstrates how entrepreneurs in emerging markets can apply the Blue Ocean Strategy to unlock new demand by focusing on value creation rather than price competition. It offers insights for practitioners on leveraging integrated service delivery, customer-centric innovation, and scalability to sustain growth in niche industries. The case contributes to the literature on Blue Ocean Strategy by presenting an innovative application in the pet care industry of an emerging economy, showcasing how entrepreneurial foresight and differentiation can transform a traditional sector into a premium, organized market space.

The Cashless Crisis: The AHPI, Insurers, and the Battle for Healthcare's Future

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The digital headlines in late August 2025 felt like a pre-monsoon squall, carrying a threat that sent shivers down the spine of every health policyholder. The Association of Healthcare Providers (India), or AHPI, a powerful union of hospitals, had delivered an ultimatum: as of September 1, they would stop offering cashless services to customers of Bajaj Allianz General Insurance and Care Health Insurance. It was a crisis brewing in plain sight.

The root of the problem wasn't a sudden act of malice, but the slow, corrosive effect of economic realities. As medical inflation climbed, the costs of everything from a simple saline drip to a complex robotic surgery had soared. Yet, according to Dr. Girdhar Gyani, the head of AHPI, Bajaj Allianz had allegedly refused to update its reimbursement rates for years, leaving his member hospitals in a state of financial distress. The hospitals felt they were being forced to choose between providing quality care and staying in business.

The conflict put people like Mrs. Anjali Sharma, a homemaker from Pune, in a terrifying position. She had always relied on her Bajaj Allianz policy for the peace of mind that came with cashless treatment. The thought of having to pay a large hospital bill out of pocket and then chase a slow-moving reimbursement process filled her with dread. The insurance industry, through the General Insurance Council and its chairman, Mr. Tapan Singhel (who also heads Bajaj Allianz), fired back, calling the move "arbitrary" and promising that no customer would suffer.

This case is a story of clashing interests in a system with no referee. The insurers need to manage costs to keep premiums affordable, while hospitals need to cover their expenses to survive. The absence of a strong, independent regulator meant that the entire healthcare ecosystem became a battleground, with patients as the ultimate collateral damage. The resolution, a last-minute agreement to withdraw the advisory, came just in time, but it highlighted a deep-seated vulnerability. It was a clear signal that the foundation of India's cashless health system was more fragile than anyone had dared to admit.

Burger King in India: Whopper in the making

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November 2024: Bharat Doshi, Vice President of Restaurant Brands Asia (formerly Burger King India Ltd., hereinafter referred to as BK), sat in his cabin at the Burger King office in Mumbai. In just a few hours, he would be addressing company managers and employees to mark a decade since Burger King’s entry into India in November 2014, a juncture which necessitated looking back on strategy, challenges, and future prospects. The stakes were high. Burger King, a worldwide brand in the Quick Service Restaurant (QSR) category, had invested ten years exploring one of the world’s most challenging but promising food opportunities. With more than 1.4 billion people, wide-ranging eating habits, and traditions rooted deep within culture, India posed a challenge unlike any other territory Burger King had entered before. For Bharat, the India decade was not merely a business achievement but a test of adaptability. India had the scale, young population, and appetite for QSR but also fierce competition and ingrained eating culture. Burger King’s global brand was built on innovation, flame-broiling quality, and the Whopper, but these alone were not enough to impress Indian consumers. McDonald and Dominos had already built superiority through customized menus, razor-sharp pricing, and leveraging cricket. Burger King’s future course needed more than brand recognition; it required true localization, stricter pricing, and differentiation in a market of 428 QSR brands. As Bharat reviewed his notes, the key question remained: Could Burger King carve out profit in India’s price-sensitive, culturally complex market without losing its global promise of taste and quality? He knew that the answer would not only determine the success of Burger King in India but also provide a template for the company’s success in other emerging markets.

Air India under Tata: From National Legacy to National Disappointment?

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In 2022 when Tata group acquired Air India from the Indian government, expectations were that they would transform the beleaguered airline into a reputed and profitable company, just as it was in its glory days. With a highly reputed and successful conglomerate like Tata group at the helm and Campbell Wilson, an industry veteran, as the CEO, fortunes of Air India should have skyrocketed in three years, but the same did not happen. With constant media reports of service failures, persistent customer complaints, social media footages of poor-quality aircrafts, the airlines currently seem to be far away from glory. The recent incident of a plane crash 32 seconds after takeoff in Ahmedabad, which killed 260 passengers and crew members onboard, poses serious questions on the efficacy of turnaround strategies employed by Air India management. This management case study has been developed in the background of Air India's Ahmedabad plane crash incident and presents the CEO's dilemma as he faces the growing perception that Air India has failed to deliver on the promise of transformation and turnaround made by the Tata group, three years ago. The case is suitable for discussion on branding, strategy and general management classes of MBA / PGDM students. It is based on secondary data collected from credible media reports of reputed publishing houses.

The Catalyst Behind Tatkalorry: A Story of Grit, Siblings, and Ceramics

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This case explores the entrepreneurial journey of Nikita and Shikhar Maheshwari, siblings who transformed the fragmented logistics of the ceramic tiles industry in Gujarat, India, through their startup Tatkalorry. The case highlights issues of family legacy, digital transformation in a traditional industry, supply chain challenges, gender bias in a male-dominated sector, and resilience through crises like demonetisation and Covid-19. It provides a platform to discuss themes of entrepreneurship, innovation, logistics, and strategic growth.

Sustaining Affordability, Scaling Responsibility: Lemon Tree Hotels' Next Move

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Lemon Tree Hotels, one of India's fastest-growing mid-market hospitality chains, has distinguished itself through a dual commitment to affordability and responsibility. Founded in 2002, the company has expanded to over 90 properties across India by 2023, offering value-driven accommodation while embedding inclusive hiring, energy efficiency, and water conservation into its business practices (Lemon Tree Hotels, 2023). The group's unique employment model, which integrates persons with disabilities and marginalized communities into its workforce, has earned recognition for advancing social sustainability alongside environmental stewardship (Khandelwal & Uppal, 2019). These initiatives demonstrate that profitability and sustainability can co-exist within a competitive industry known for high operating costs and thin margins (PwC India, 2022).

However, as Lemon Tree scales its portfolio nationwide, a strategic dilemma emerges: how can it institutionalize and communicate responsible practices across diverse geographies without compromising affordability, a cornerstone of its market positioning? The risk of "greenwashing" further complicates this challenge, as the hospitality industry increasingly markets sustainability initiatives without demonstrating substantive impact (Font et al., 2021). For Lemon Tree, credibility hinges on transparent governance, measurable outcomes, and authentic communication strategies that go beyond slogans.

This case situates Lemon Tree Hotels within the broader discourse on sustainable governance and responsible consumption in emerging markets. It challenges readers to consider how organizations can scale social and environmental responsibility within cost-sensitive business models, while avoiding reputational risks in an era of heightened stakeholder scrutiny (Eccles, Ioannou, & Serafeim, 2014). The central question is strategic: What should Lemon Tree Hotels' next move be to sustain affordability, scale responsibility, and safeguard trust in a rapidly evolving hospitality sector?

The City Offline: Lessons from a Week-Long Network Failure

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When the world goes digital, it boasts of interconnectedness, faster and reliable social and professional networking. While such connectedness has gripped the entire society and made it an engrained practice, the same interconnectedness seems fragile and easily disruptive because of its dependence on external factors. Yes! The telecommunication sector forms the backbone of today's connected world. But why does it fail at the most crucial time when it is needed the most? Any natural or man-made disaster can put the services on halt disrupting connections and connectedness in a flick of a second. While natural disasters are beyond control, what if the same is caused due to a man-made cause? Who is responsible? Who should bear the pain? Why should the issue occur? How can the situation improve? What can be done such that our network and connectedness do not go for a toss at any point of time? There are so many questions. Adding to the woes, what happens when an urban city known for its technological innovations and incubation faces a network blackout not for an hour or two but for a whole week that too an actively working week? The losses, the anxiety, the emotional hassles, and above all the uncertainty related to when such connectivity can be restored is beyond comprehension. This case would highlight some facets of the situation and try to take cognisance of how such issues can be managed in the long run and how heavy digital dependence can freeze a city when things go wrong.

Plastic Waste and FMCG Giants: Sustainable Packaging or Greenwashing?

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This case examined how three large FMCG firms, namely Nestlé India, Hindustan Unilever (HUL), and Coca-Cola India have responded to India's tightening plastic policy regime, especially the July 2022 ban on select single-use plastics and the Extended Producer Responsibility (EPR) rules implemented through the CPCB portal. Using secondary sources (company BRSR/annual reports, CPCB guidance and filings, programme documents, and independent brand-audit studies), it mapped each firm's packaging footprint, collection strategies, use of plastic credits, recycled-content adoption (e.g., rPET), and limited reuse/refill pilots. The analysis found that all three companies reported meeting statutory EPR targets; HUL disclosed collections beyond its annual footprint ("plastic positive"), Nestlé India reported "plastic neutrality," and Coca-Cola India expanded rPET and take-back initiatives. However, much difficult-to-recycle flexible packaging was routed to co-processing rather than closed-loop recycling which made core portfolios remain dominated by single-use formats; and external audits continued to identify these brands in littered waste. The case posed the central dilemma: did reported compliance signal a real transition to sustainable packaging, or did it function mainly as reputational risk management enabled by credit markets? It concluded with decision options for strengthening outcomes: scaling reuse/return systems and deposit-return, tightening traceability and outcome reporting, and introducing progressive virgin-plastic reduction targets.

De Beers and the Lab-Grown Diamond Dilemma: Strategic Transitions an Industry Dynamics

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De Beers, a renowned company in the diamond industry, surprised the jewelry market by unveiling its entry into the lab-grown diamond market with Lightbox Jewelry, an independent line offering budget-friendly, fine-quality jewelry designs featuring diamonds sourced from De Beers' Element Six facility. Despite its stature as a key industry leader in the global jewellery industry, De Beers opted to terminate its Lightbox venture after six years. This study examines the evolving dynamics of the lab-grown diamond industry and analyzes De Beers' strategic retreat from Lightbox, a dedicated lab-grown diamond brand. By looking at the current trend in the jewellery industry, the lab-grown diamond has become central to ongoing strategic discussions, highlighting the challenge of sustainable survival in a fast-growing jewelry industry.

Rise of the Domestic Brands – Emergence of Lookalike Products

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In today's highly competitive market, especially in fast-moving consumer goods (FMCG), a psychological phenomenon silently governs the buying decisions of many customers: shopping on autopilot. Consumers, when faced with overwhelming choices, rely on familiar cues colors, shapes, logos, and names that trigger memory-based recognition. This is precisely the arena where lookalike products thrive, subtly yet effectively mimicking established global brands without infringing on direct intellectual property rights. The Nepalese beverage industry presents a fascinating case of this trend. Dominated for decades by multinational giants like Bottlers Nepal (Coca-Cola) and Varun Beverages (Pepsi), the non-alcoholic drinks market in Nepal is significant. As of 2022, Statista valued the sector at \$5.8 million, with projected steady growth fueled by urbanization, changing lifestyles, and increasing disposable incomes¹. While carbonated drinks still rule the roost, segments like fruit juices, flavored sodas, and health-centric beverages are gaining traction.

¹ Ready-to-Drink (RTD) Coffee & Tea - Nepal | Market Forecast

Green Multimodal Logistics: How Adani and DP World India Transformed Port-led Supply Chains

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This case study analyzed how Adani Logistics and DP World India addressed the challenges of port congestion, carbon emissions, and high logistics costs by adopting multimodal freight solutions, smart port technologies, and sustainable practices. It demonstrated their role in advancing India's National Logistics Policy goals and balancing sustainability with cost efficiency.

Powering India's Future: A Roadmap to Semiconductor Self Reliance

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This paper examines India's semiconductor self-reliance strategy in the context of global supply chain vulnerabilities, geopolitical rivalries, and technological sovereignty. Drawing on economic research frameworks and international case studies, the study highlights India's challenges of heavy import dependency, opportunities in next-generation technologies, and the global race for semiconductor leadership. Updated market data from the Semiconductor Industry Association (SIA), the OECD, and the IMF are used to situate India's efforts within the rapidly evolving semiconductor landscape. Findings suggest that India's greatest opportunity lies not in competing head-on with entrenched silicon producers but in strategically investing in emerging materials, sustainable manufacturing, and inclusive talent development. Policy recommendations are provided to align long-term R&D, decentralized innovation, and green practices with national priorities for *Viksit Bharat 2047*.

Delivering Under Delay: Strategic Crossroads for Suraj Limited

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It was a rainy Monday morning in July 2023, and Mr. Rajesh Sharma, an employee of Suraj Limited who holds the position of Production and Marketing Manager was glancing at the latest weekly report on production on his desk. Again, production was nearly 18 per cent below the anticipated level. The company was unable to conduct its business since it lacked sufficient steel and electronic components. Customers were becoming impatient as it used to take longer than anticipated to make orders and competitors were stealing away the long-held market share of Suraj Limited. Rajesh knew that he had to take a decision immediately. Does he want quick and costly solutions to stabilize production or does he want longer term structural changes with much money and board approval? Anyhow, the survival of the company in a highly competitive market was at risk.

Sustainable Management in the FMCG Sector: A Case Study of Nestlé India

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Sustainable management has emerged as a critical priority for businesses worldwide, particularly in the fast-moving consumer goods (FMCG) sector, which is characterized by extensive resource consumption, complex supply chains, and significant environmental and social impacts. In India, the FMCG sector is one of the largest industries, contributing significantly to economic growth but also facing scrutiny over issues such as plastic waste, water usage, and nutrition. This research paper examines Nestlé India as a case study to evaluate how sustainable management practices are integrated into corporate strategy within the FMCG sector. The study adopts a qualitative case study approach, relying on secondary data sourced from Nestlé India's annual and sustainability reports, peer-reviewed articles, and credible business publications spanning 2015 to 2024. The analysis focuses on three dimensions of sustainability: environmental responsibility, social development, and governance. Findings reveal that Nestlé India has made notable progress in embedding sustainability into its operations. Environmentally, the company achieved plastic waste neutrality in 2022, reduced water consumption per tonne of product by nearly 45% over the last decade, and expanded the use of renewable energy in its manufacturing plants. Socially, Nestlé India has implemented large-scale nutrition programs such as product fortification to combat micronutrient deficiencies, farmer empowerment through its Dairy Development Program, and community outreach via the "Nestlé Healthy Kids Programme," which reached more than 300,000 adolescents across the country. From a governance perspective, the company has established robust reporting mechanisms aligned with the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs), while maintaining a strong culture of corporate ethics and compliance. The paper concludes that sustainable management in FMCG is not simply a matter of corporate responsibility but also a driver of long-term competitiveness, brand trust, and stakeholder value. However, challenges remain, including consumer price sensitivity, sustainable supply chain management, and balancing profitability with environmental and social investments. The case of Nestlé India offers valuable insights for other FMCG companies seeking to align growth with sustainability imperatives.

Entrepreneurship/Startups

Namchi Candles: the journey of a woman entrepreneur from the Kitchen to Lighting Lives

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Smita Rai, the founder of Namchi Designer Candles, faced a crucial decision about hiring new talent to help her expand beyond national borders. Having successfully managed a self- help group of twenty women, making them financially independent, she now needs to figure out how to grow globally and increase their presence internationally. Rai shared her personal story of how, as the daughter of government officers, she faced an obstacle when she proposed starting a business instead of taking a job. Additionally, Rai struggled to encourage women to step out of their homes and work in a manufacturing setting. This highlights the work-life balance challenges that many women in India face. Her story illustrates how women entrepreneurs in India encounter cultural barriers and long-standing social stigmas when they aim for something different. But through persistent effort, she worked hard to create job opportunities for women, helping them achieve financial independence. After establishing herself as a strong woman entrepreneur, she now faces a question: How should she approach international markets to boost her visibility and sales, or should she continue to operate only in the remote tourist location?

Pivoting and Achieving Market Fit: A Case Study on Instagram

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Social media has emerged as a powerful platform to communicate, share, express, and access a vast pool of information. Applications such as Facebook, Instagram, Twitter, WhatsApp, YouTube, Telegram, LinkedIn, and Snapchat have witnessed exponential growth in recent years. Among them, Instagram has become one of the most widely used and influential platforms globally. While each application offers unique features, the common driving force behind their success is the underlying algorithm that personalizes user experience and engagement. This paper explores the concept of business model pivoting and the attainment of product–market fit through the case study of Instagram. Originally launched as a check-in application named Burbn, the platform struggled to attract significant user adoption. However, by carefully analyzing user behavior and identifying the features that resonated most particularly photo-sharing Instagram strategically pivoted to focus on visual communication. This transformation not only differentiated Instagram from its competitors but also allowed it to establish a strong and loyal user base. The study examines the early challenges faced by Instagram, the decision-making process behind its pivot, and the strategic choices that enabled the platform to achieve product-market fit in a highly competitive digital ecosystem. By highlighting Instagram’s journey, this paper contributes to a deeper understanding of how adaptability, user-centric design, and rapid innovation can shape the trajectory of startups and position them for long-term success.

Thenga Coco

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This case study examines the strategic dilemma facing Maria Kuriakose, founder and Chief Executive Officer of Thenga, a social enterprise based in Kerala, India. Thenga transforms discarded coconut shells into premium handcrafted kitchenware and lifestyle products. Since its inception in 2020, Thenga has repurposed over 525,000 shells, created sustainable livelihoods for rural artisans – primarily women and gained strong traction in both domestic and international markets. However, the surging demand for exports has pushed production to its capacity limits, revealing vulnerabilities in the supply chain and artisan-based manufacturing model. Kuriakose must decide whether to pursue rapid scaling through external funding or to grow organically in order to preserve Thenga’s artisanal ethos and social mission. The case explores the trade-offs between financial sustainability, operational efficiency, and mission alignment. It addresses broader strategic questions about how a purpose-driven enterprise can balance environmental impact, community development, and global market opportunities.

Cafesso – Be Caffeinated: The Waiting Game

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This case explores operational challenges faced by Cafesso – Be Caffeinated, a modern café in Gujarat grappling with long waiting times and their impact on customer behavior. The case highlights how perceived and actual delays influence customer satisfaction, purchase patterns, and brand loyalty. Manager Aniket Shah is tasked with evaluating claims from the operations team against structured customer survey data, revealing tensions between anecdotal impressions and evidence-based insights. The case provides an opportunity to apply statistical tools such as hypothesis testing, proportions tests, and test of independence to evaluate customer behavior claims. It culminates in a strategic dilemma: should Cafesso hire more staff, simplify its menu, invest in digital solutions, or adopt low-cost perception fixes? Designed for business and management courses, this case bridges statistics, operations management, and consumer behavior with a practical decision-making scenario.

Rapido: Navigating the Bike-Taxi Battlefield

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This case examines the strategic crossroads faced by Rapido, an Indian mobility platform, in late 2025. After pioneering the bike-taxi segment and achieving a unicorn valuation, Rapido found itself in a multi-front war. Incumbents Uber and Ola had entered its core two-wheeler market, while Rapido had countered with a costly expansion into their four-wheeler cab business, fuelled by a disruptive zero-commission subscription model for drivers. The case provides an in-depth analysis of the platform's structural vulnerabilities, the complex and fragmented regulatory landscape, the unit economics of its disruptive model, and benchmarks its strategy against global players like GoJek, Grab, and Bolt. It culminates in a critical decision point for Rapido's leadership: whether to double down on its aggressive, cash-intensive expansion, pivot towards profitability by defending its niche, or seek a hybrid path through strategic partnerships and ecosystem-building.



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