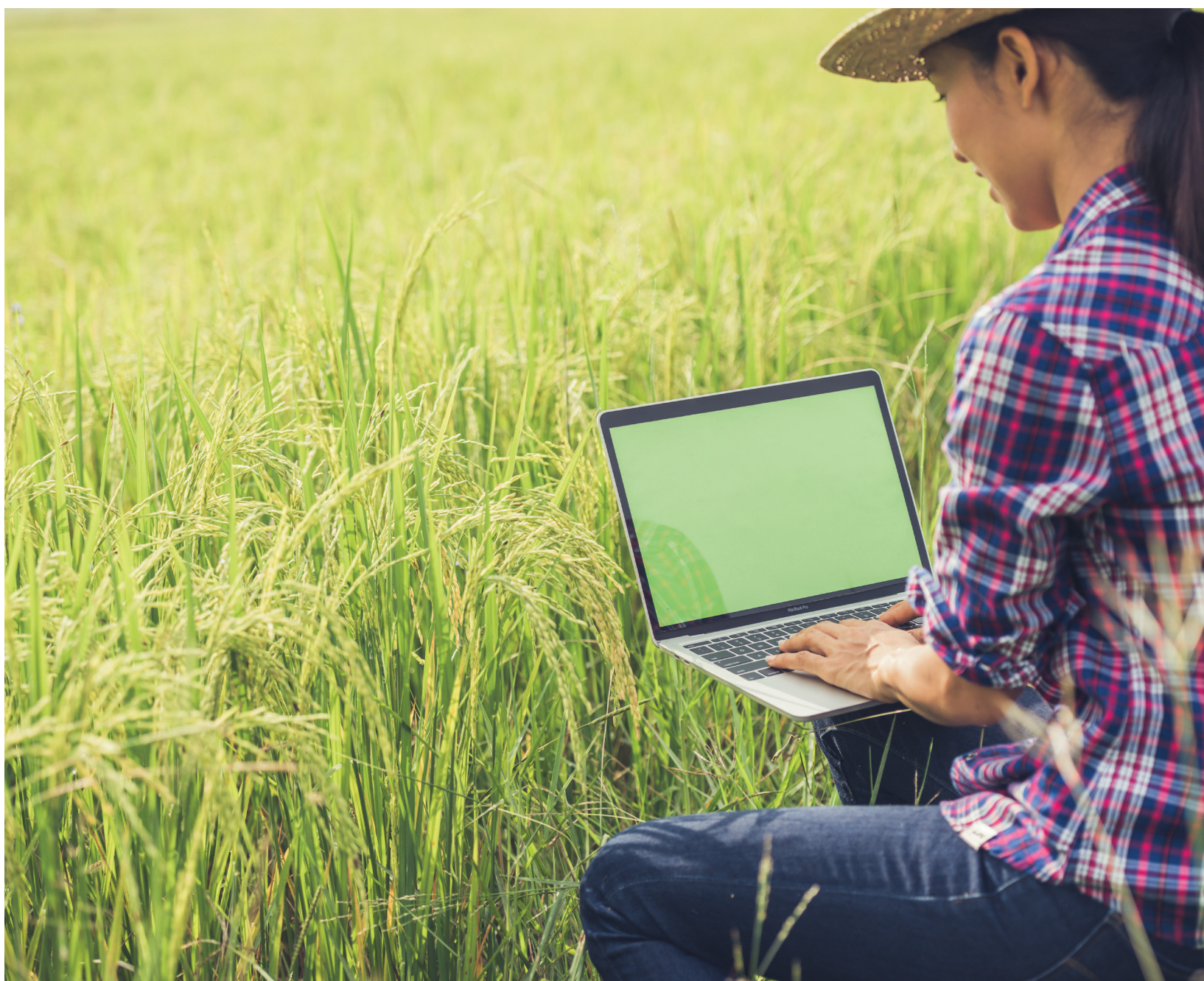


Caselets on Rural Management

A Compilation of Caselets on Rural Planning and Development, Human Resources, Organizational Behavior, Communication, Finance, Entrepreneurship and Rural Marketing.



सत्यमेव जयते

**Mahatma Gandhi National Council of Rural Education
(MGNCRE)**

Department of Higher Education

Ministry of Human Resource Development, Government of India





Contents

1. Strength of Milk And Unity, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
2. Prodigal Sun of Makhala Village, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
3. Farmers Can Never Improve Their Standard of Living, Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University; Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies, Gujarat University
4. Hiware Bazar: A Success Story, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
5. Dilemma of Credit Policy Decision For Nilmoon Enterprise, Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies, Gujarat University and Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University
6. NC Fertilizers : Issues In Managing Transfer Prices In An Organisation, Dr. Nilam Panchal, Associate Prof., B K School of Professional & Mgmt. Studies, Gujarat University, and Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University
7. Changing Attitudes in Rural India-A Grassroots Worker's Struggle for Clean Water and Toilets in Rural India, Dr K N Rekha, Academic Consultant, MGNCRE
8. Where There's Will, There's a Way, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
9. Fostering A Culture Of Trust, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
10. Regaining its Lost Glory -State Bank of India (SBI), Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
11. The Tale of a Model Village, Dr. Gowri Pisolkar, Associate Professor, Aurora's PG College, Hyderabad
12. Unity is Strength, Neha Gupta, Learning and Development Consultant, Hyderabad
13. Journey from 'Dowry' to 'No Dowry', Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
14. Transformation of Barren Land to Pond, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
15. Planned Changes Yield Planned Consequences, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
16. A Step in to the Toilet, Ms. Neha Gupta, Learning and Development Consultant, Hyderabad
17. A Smart Dream for Punsari Model, Dr Sumathi G N, Associate Professor, VIT Business School, VIT University, Vellore
18. Challenges of Marketing Of Agro Products, Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies, Gujarat University and Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University
19. Wasteland Development Project in Ajmer District of Rajasthan, Dr K N Rekha, Academic Consultant, MGNCRE
20. Fertilizers to Farmers, Dr. Syed Kazim, Associate Professor, Acharya Bangalore B-School, Bangalore
21. The Right Mix, Dr. Syed Kazim, Associate Professor, Acharya Bangalore B-School, Bangalore
22. Effect of Drought On Grapes Farming & Water Management In Rural Area In Nashik, Dr. Bhalchandra Balkrishna Bite, AISSMS IOM, Pune
23. Free Sampling, Dr. Syed Kazim, Associate Professor, Acharya Bangalore B-School, Bangalore
24. Success against All Odds, Dr. Bhalchandra Balkrishna Bite, AISSMS IOM, Pune
25. Technological Devastation: How Farmers Convert it in to Competitive Advantage, Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University, and Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies, Gujarat University

Foreword

The current socio-economic scenario of India is unstable and to sustain the growth and development is a big challenge. National and multinational firms mostly focus on the urban population and hence the urban markets have shown significant signs of maturation and growth. India has about 7,00,000 villages. Villages are the backbone of India which provide us with food grains, vegetables, fruits and other essentials. More than 60% of the Indian population lives in rural areas depending mostly on agriculture, dairy, handloom, handicraft and other allied businesses. Products from India's rural areas are in great demand in regional, national and international markets.

India's rural markets provide great scope for investment and entrepreneurship. As per a study, the annual real income per household in rural India would rise to 3.6% by 2025 from the 2.8% over the last 20 years. Now rural consumers are exhibiting almost the same spending patterns as their urban counterparts and have more income at their disposal than earlier times. This change can be attributed to various government initiatives such as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), Swarnjayanti Gram Swarozgar Yojana and the National Social Assistance Program that have increased the purchasing power of rural India. This augurs well for investors and companies who can tap the favorable changing consumption trends in rural India and maximize the large and attractive opportunities.

Teaching Rural Management in an effective manner will help in the cause for revitalizing the rural sector. As part of this endeavor MGNCRE has developed a curriculum on Rural Management. This book, as part of the curriculum, is a compilation of caselets that will facilitate better understanding of concepts in the classroom. The caselets have been prepared from the perspective of rural management delving on areas of Rural Planning and Development, Human Resources, Organizational Behavior, Communication, Finance, Entrepreneurship and Rural Marketing. Rural management is the way forward.

Dr. W G Prasanna Kumar

Chairman, MGNCRE

Acknowledgment: Sincere thanks to authors who have contributed to the caselets and MGNCRE team for support in bringing out this edition.

Strength of Milk and Unity¹

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

In the 1940s, the marginal milk producers in Kaira were further marginalised by the monopoly of the Polson dairy and the middle-men who acted as agents for the only existing dairy organization. Adding to their woes was the sweltering heat of the summers that rendered the sweet milk sour after traveling short as well as long distances in the heat. Even the prices of milk were decided in an arbitrary fashion as the government had endowed Polson with monopolistic rights to collect milk from Kaira and supply it to Bombay city.

To curb the exploitation and unfair practices, the farmers of Kaira organized themselves as a group and decided to take matters in their own hands.

Response

In 1946, the milk farmers of the area went on a strike. Also, the agitated farmers of Kaira approached Sardar Vallabhbhai Patel under the leadership of local farmer leader Tribhuvandas K. Patel. The visionary Sardar Patel advised them to form a cooperative namely Kaira District Co-operative Milk Producers' Union (KDCMPU) and supply milk directly to the Bombay Milk Scheme instead of delivering it to Polson at lower prices. Sardar Patel even sent Morarji Desai as his envoy to help organise the farmers into a cooperative.

As a result, Amul-cooperative was registered on 14 December 1946 to collect and process milk. The collection of milk was decentralized as majority of producers were marginal farmers who could deliver maximum 1 to 2 litres of milk per day. To improve the process, cooperatives were formed for each village in Gujarat. By June 1948, the KDCMPUL started pasteurizing milk for the 'Bombay Milk Scheme' ridding the marginal milk producers from the exploitative grip of Polson and middle-men².

Actions Taken

The cooperative grew under the effective leadership of Dr. Verghese Kurien aided by H.M. Dalaya. Dalaya's innovation of making skim milk powder from buffalo milk which was later commercially scaled up by Kurien led to the cooperative's first modern dairy at Anand in Gujarat. This rural novice product would eventually compete with the established players in the market. The task began when K.M. Philip sensitized the Chairman Kurien about the importance of marketing and the finer nuances of creating a brand.

The success of farmer T. K. Patel, chairman Kurien and scientist Dalaya was contagious as it spread rapidly to Anand's neighbouring areas. Within a short span, five unions were formed in Mehsana, Banaskantha, Baroda, Sabarkantha and Surat, following the footsteps of Amul. To exploit synergies and expand the market while saving on advertising and avoiding inter-cooperative competition, the Gujarat Co-operative Milk Marketing Federation Ltd. (GCMMF), an apex marketing body of these district cooperatives, was set up in 1973. The Kaira Union that held the brand name Amul since 1955 transferred it to the able hands of GCMMF for marketing and growth.

In 1966, Amul hired Sylvester daCunha, then managing director of the advertising agency AS to design an ad campaign for Amul Butter. daCunha designed a campaign as series of hoardings depicting day-to-day issues faced by every Indian. The popular campaign won the hearts and Guinness world record for the longest running ad campaign in the world.

¹ Alexander Fraser Laidlaw. Cooperatives and the Poor. A development study prepared for the International Cooperative Alliance and the Canadian International Development Agency, 1977.

² Heredia, Ruth (1997). The Amul India story. New Delhi: Tata McGraw-Hill.

The White Revolution ushered with the establishment of Amul inspired the ace film-maker Shyam Benegal to make *Manthan* (1976). The film was crowd-funded by over five lakh (half a million) farmers in Gujarat who donated Rupees ₹ each to the movie's budget³. These farmers not only funded the production of movie but also pushed it towards commercial success by watching it in truckloads. The riveting true story of *Manthan* even bagged the 1977 National Film Award for Best Feature Film in Hindi.

In the 1980s, cartoonists Kumar Morey and script writer Bharat Dabholkar were passed on the mantle of sketching the Amul ads. The impish Amul butter girl celebrated 50 years on 17 Oct, 2016⁴ since the release of topical ad titled "*Thorough bread*" featuring a jockey holding a slice of bread during the horse race season in 1966. However, the debutante was launched by Eustace Fernandez in a cartoon offering bedtime prayers with a wink and smacking lips, saying "*Give us this day our daily bread: with Amul butter.*" Dabholkar credited Chairman Verghese Kurien for fostering a free environment that enabled the creation of expressive ads that held a mirror to the society.

Today, Amul's brand managed by the cooperative body GCMMF is co-owned by a staggering 3.6 million milk producers in Gujarat. The success story of the motley group of farmers in Kaira in building one of the largest Indian dairy companies is a testimony to the strength of milk and unity.

Learning

1. Participatory approach can overcome the lack of access to capital prevalent in rural pockets of the country.
2. The leaders and government can play a crucial role in the planning and implementation of rural development strategies.
3. The formation of co-operatives is a good way of organizing marginalized workers as they find economic and moral support through the group.

Questions

1. Explain the role of different leaders in transforming the group of farmers into successful businessmen.
2. What are the advantages of the formation of cooperatives?
3. What was the approach employed by the milk producers in scripting a bright future? Discuss other approaches.
4. Should the government step in to help and encourage marginalized workforce? Explain.

Course Positioning

The caselet is suitable for a course in Rural Development and Management. As the caselet elucidates how the marginalized milk producers successfully organized themselves as profitable cooperative, it will be helpful in introducing topics like strategies of rural development, participatory approach, and role of leader and government in rural management.

3 <http://southasia.ucla.edu/culture/cinema/directors/shyam-benegal/>, Shyam Benegal, 2018

4 <https://www.newskarnataka.com/from-the-web/in-pics-fifty-years-on-amuls-utterly-butterly-girl-is-still-a-delight>, Hindustan Times, Oct 2016

Prodigal Sun of Makhala Village

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

Makhala Village was situated in the isolated foothills of Amravati district in the southwestern Satpura mountain ranges. The far-flung village in Maharashtra at an altitude of 959 m above mean sea level, boasted of 352 households with a tiny population around 1045. Though the network of roads provided access to Makhala around the year, its surroundings consisted of forests and steep slopes. Semadoh, the nearest village was even 12 kilometers far. Owing to the steep terrain, access to water was a huge problem for its residents as village had only two wells out of which only one was operational throughout the year.

Inevitably, the women had to walk at least 1.5 kilometers every day to fetch water for domestic use. Navigating the hilly terrain with heavy pots atop their heads was another challenge which forced them to spend time away from their children and home. With every passing year, the reliance on water tankers was increasing. “The deployment of tanker for the village during summer was a routine, and the access to water was a challenge for the villagers, especially women,” said the village Sarpanch (President), Mangarai Motilal Kazdekar with concern⁵.

RESPONSE

In 2000, the Rural Water Supply Division (RWSD), in collaboration with the Zilla Parishad (district council), and a government agency launched an innovative scheme. They implemented a solar-power-based mini water supply scheme to provide access to the drinking water in the village. Due to high price of the solar panel and its installation location being away from the habitation, the solar panels were stolen within a year of implementation. Recurring power failure exacerbated the water situation faced by the villagers. In the absence of an alternative, the village lost hope about finding another source of power and water supply.

Action Taken

Undeterred by the past failure, RWSD took the initiative to implement solar panels again in 2011 to improve the water availability in Makhala.

Hopes of villagers were renewed when the scheme was technically sanctioned by the Shweta Banerjee, Executive Engineer at RWSD. On February 4, 2011, the village received INR 49, 33, 000 from the RWSD who commenced the installation work in March, 2011. “After overcoming the challenges in the implementation like procurement of solar pumps of 2.4KW (Kilowatt) and 80m head, fixation of power supply cable, etc.; the scheme finally got commissioned on January 1, 2012,” narrated Kishor Raghuvanshi, Sub-divisional Engineer at Maharashtra Jeevan Pradhikaran (MJP), a Government agency.

The solar scheme was literally a blessing from above that brought an end to the arduous uphill journey undertaken by the women to bring water home. With the help of solar energy powering the water supply, the gram panchayat provided water connections to the families. Now, more than 90 percent of the households receive piped water supply for thirty minutes every day. Daily access to water, albeit for half an hour has wiped away worries about water for drinking and other domestic use.

Access to water had a cascading effect in increasing the adoption of toilet usage. Today, over 90 percent families have shunned open defecation in exchange for toilets which is also aligned to ‘Clean India’ mission aimed at elimination of open defecation. Benefits were multi-fold as no water tankers were deployed after 2011 resulting in savings. With availability of water, villagers started kitchen gardening. As a result, the number of SAM (Severely Malnourished)

5 <https://www.indiawaterportal.org/articles/solar-power-solves-water-supply-issue>, Makarand Purohit, 2018

children dropped from 4 to 1 in the first 10 months of commissioning of the scheme. Similarly, there was a decline in the number of MAM (Moderately Malnourished) children from 15 to 9⁶.

Witnessing the benefits of the scheme, the villagers took over the responsibility of running and sustaining the scheme by themselves. Today, all the houses in the village are lit by solar power who once thought of electricity as a distant dream. "It is only due to the sincere efforts of the RWSD team that our access to drinking water has been ensured. The village women are now very happy because one of their major problems is solved," says a villager Vijay Bhusari.

With the help of the prodigal *SUN*, RWSD and Gram Panchayat has improved the lives of the scores of women and their children in Malakha.

Learning

1. The failure to achieve development goals in first attempt should not deter the government or the program champions.
2. For rural development, out-of-the box thinking should be employed with exploration of multiple strategies. As the saying goes, 'Try, try till you succeed!'
3. The success of development programs has a cascading positive impact on multiple facets of individual life and society at large.

Questions

1. Despite initial setback, how did Makhala village succeed in solving its water woes?
2. What is the role of strategy in devising alternative solutions?
3. List the benefits and challenges you foresee in using solar power in isolated hilly regions of India to provide water and electricity?

Course Positioning

The caselet is ideal for the course in Rural Planning and Development as it describes the deployment of alternative strategy to solve a prevalent rural problem. It would be helpful in introducing topics like rural development, resource utilization and strategy exploration. The case imparts a useful lesson that the development programs shouldn't be abandoned at the sight of early failures.

6 https://www.indiawaterportal.org/sites/indiawaterportal.org/files/makhala_solar.pdf , Shweta S Banaerjee

Farmers Can Never Improve Their Standard of Living

Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University

Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies, Gujarat University

Challenge

Bringing a change in the remote and interior villages is not a simple task when there is no will to the ruling Government and civil administration. Besides, such a remote and far off interior villages have meager population and so the voice of the village cannot reach the Government and Civil administration.

How to ventilate the woes of the inhabitants who need support from the civil administration and government and bring an improvement to the lives of the people of such remote places remains as a great challenge?

Response

Khamasom is a generic reference to four villages located north of Ukhrul in Manipur, India. The four villages are Khamasom Khayangkho, Khamasom Walely, Khamasom Phungdhar and Khamasom Phungrei. The settlement is approximately 25 kilometers from Ukhrul and partially connected by National Highway 150. Reaching this place need to scale up the dangerous mountainous road where even the buffaloes might find it difficult for an easy walk. As per 2011 census, Khamasom Khayangkho village had 388 households with the total of 1996 people of which 1070 are male and 926 are female. Of the total population, 214 were in the age group of 0–6 years. The average sex ratio of Khamasom Khayangkho village is 965 female to 1000 male which is lower than the state average of 985.

The village is home to people of Tangkhul Naga tribe. Majority of the inhabitants are Christians. Agriculture is the primary occupation of the inhabitants. The village is well known in the district for its scenic beauty. Khamasom has a vast forest stretching up to the international boundary with Myanmar and the stretch is rich in flora and fauna. Recently, the village was in the news for sighting of a flower that resembles a deadly snake which the locals called Khamasom van; meaning Khamasom flower for being native only to the village.

Khamasom village is known for its richness in forest vegetation. The mostly found trees are Pine, Oak, Aldar, Wild Cinnamon and many others. Khamasom is arguably the only village in north eastern India that has a thick virgin forest in the Indo-Burma border stretch. One unique feature of the natural vegetation is that Khamasom has two locations - Nginu (means 'small meadow) and Ngirue (means 'big meadow in Khamasom village local language) - within the thick jungles where the rarest lily flowers thickly bloom in the month of May and June every year. The place is still quite virgin and no human destruction observed in the areas so far as visitors cannot easily reach the locations. A visitor has to walk for whole day and another whole day to walk back to Khamasom Khayangkho habitation.

On a cold Christmas time, travelling through the treacherous and cracking road with lots of steep ups and downs by the 4 by 4 Maruti Gypsy was a great struggle. Finally, we could reach in the evening after driving from 8 am onwards from Imphal, the capital town of Manipur. We landed in a school campus at Walely, the Principal of the School arranged our night stay in the school building itself.

Sitting by fire for protecting self from the chilly weather in the late evening, they were interacting with a Principal of the only School in the village and few other people about the lives and the situations in such a remote place. Lives in the villages were not easy and the same remains till date without any significant improvement even after 70 years of independence. Listening to their woes on that late evening gave us the clear picture of real challenges of lives in the remote place.

Passing through the steep mountainous slopes, fetching water, carrying of loads, and storing of the vegetables, food grains after harvesting, medical facilities, communication, connectivity, and what not are some of the major problems. Selling the products in the market has been another great challenge since the beginning. The organized

local market is around 30 km but reaching this much distance from the village has been the most critical challenge as there is no organized local transport system. The villagers organize the transport on the basis of requirements of majority and number of people who want to go to market. Besides, there is general scarcity of vehicles in the village. On one hand, villagers have no interest in growing and producing agricultural and forest products as they cannot reach their produces to the market at reasonable price and quantity at the right time. But on the other hand, there is no other alternative to agriculture. The cost incurred for reaching their produces in the market eats away all the benefits and joy of growing the crops.

The total population of the four villages is hardly few thousands, but educated people shift to town areas where transport and other infrastructural facilities are better. Educated youths are not generally coming back after their degrees as they look for jobs and stay finally in the places near to their work on rented house. Migration of people towards towns and cities are very common, otherwise. Even after getting employment of the educated people, they are not in a position to contribute well to their parents and rest of family members as they are settling away from the villages. The meager salary cannot afford happy live to the parents left in the far village and his/her own needs. The district administration has not reached the villages frequently. Even a primary health centre is not set up in the village. The Government of India has announced many schemes for rural up-liftmen from time to time but where it has dried up the funds for setting up the minimal and basic infrastructural requirements of her country roads, villages, and her people. The appeal of the village head and other church leaders to the civil administration and government has been of no use since the beginning.

Learning

1. The leaders and government can play a crucial role in the planning and implementation of rural development strategies.
2. Frequent interaction, sharing and listening to the opinions of the remote villagers is a good way of integrating the marginalized section of people in the economic and social mainstream.

Question

What will be the right intervention strategy for saving the lives of the rural people in Khamasom village?

Course Positioning

The caselet will be suitable for the course on Rural Development and Rural Management. It will give the learners a thought on how the problems and challenges of far flung remote villages of can be understood and explore the right strategies for overcoming the problems.

Hiware Bazar: A Success Story

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

The Challenge

Hiware Bazar geographically belonged to the drought prone region of Maharashtra. The village with a motley population of 1300 in the district of Ahmednagar was no different from its neighbors in the state who fell prey to the dry spells every few years. Poor water management coupled with shortage of rainfall resulted in receding water tables and hardships for the agriculture community in particular and the village population in general.

The semi-arid land dwellers struggled from 1970s to 1990s with depleting natural assets like reduced forest cover, diminishing water sources and increased aridity in the fields. In 1990, out of around 1000 hectares of geographical area, a meagre 12% was cultivable in the village⁷. With erratic rainfall, acute poverty and devastating unemployment, permanent migration was at an all-time high and so was gambling and alcoholism. A survey in 1995 revealed that below the poverty line (BPL) families stood at a whopping 165 out of 180 families. The doles from the government provided temporary relief and dried up at a fast pace with seemingly no permanent solution in sight.

Response

The tides were turned in 1989 with the victory of Popatrao Pawar in the Gram Panchayat elections (Village Council) elections of the Hiware Bazar. Pawar was inspired and motivated to replicate the success of RaleganSiddi in watershed management. The economic and ecological success of RaleganSiddi, merely 40 kilometers away, drew SarpanchPawar to Siddi after assuming the leadership of Hiware. Post his visit, he applied for AdarshGaonYojana (AGY), known as Ideal Village Scheme launched by the Maharashtra State Government. AGY adopted a five pronged approach – prohibition on cutting trees, restrictions on free grazing, ban on liquor, family planning and contribution of village labour for development work⁸. At the heart of the 5-year AGY plan lied water conservation. This integrated model of development was further supported by the institution of Watershed Development Trust and YashwantKrishi Gram.

The Employment Guarantee Scheme (EGS) gave a timely big boost to the village's development goals. After the completion of first five-year plan, another five year plan spanning 1995 to 2000 was drawn by SarpanchPawar in consultation with village folks targeted at ecological regeneration. Aimed at regeneration of degraded forests and catchment area, the state allotted INR 42, 00,000 for the treatment of around 1000 hectares of land under the EGS. The democratic decision making and participatory implementation propelled the engagement of villagers and execution of the plan under the visionary leadership of Pawar.

Action Taken

In a systemic way, the entire village was divided into three micro-watershed. The watershed work comprised of contour trenching, contour bunding, nala (drain) bunding, construction of two percolation tanks and five storage tanks in order to restore the water levels. To conserve rainwater and recharge groundwater, the villagers built over 40000 contours around the hills. In addition to digging of wells, drip irrigation and open-well irrigation were encouraged to reduce the strain on underground water. To check the depletion of water table, plantation of water-intensive crops like sugarcane and banana as well as usage of bore wells for irrigation weren't permitted.

The well-planned implementation of AGY, EWS and water management strategy transformed the once arid Hiware village into an economically and ecologically resplendent village. Combating the cyclical rainwater shortage, the

7 http://www.teebweb.org/wp-content/uploads/CaseStudies/Hiware%20Bazaar_A%20village%20of%20Millionaires,%20Maharashtra,%20India.pdf

8 Sangameshwaram, P., Equity in Watershed Development: A Case Study in West Maharashtra, Economic and Political Weekly, Vol 41, No. 21



cover of irrigated land rose sharply from 120 hectares in 1999 to 260 hectares in 2006. Similarly, grass production grew multifold from 100 tons in 2000 to 6000 tons in 2004. With rise in number of wells from 97 to 217, and availability of grass; bovine population increased from 20 in 1998 to 340 in 2003. In a span of ten years, the milk production reached 4000 liters per day compared to 150 liters per day in 1990s.

A yearly water audit was initiated in the Hiware village in 2002. Since then, potable water and other daily uses are given the top priority. In the remaining water, 70 percent is allotted for agriculture and the remaining 30 percent is saved for future use forming a water bank of sorts. The annual audit assesses the amount of water available, estimates the usage, and subsequently prescribes the crops for plantation.

Overall, the environment and residents have benefitted immensely from the joint initiatives by the government and villagers. The BPL (below poverty line) families declined from 168 to 53 in a mere three year period from 1995 to 1998. The gap continued to taper further to only 3 BPL families in 2011. The prosperity can be gauged from the increase in annual per capita income from 832 in 1991 to 30,000 in 2011⁹.

Today, the once languishing Hiware Bazar has triumphed over the vagaries of low rainfall and drought, emerging as an inspiration for other villages.

Learnings

- A strong partnership between the village and government is instrumental in successful planning and implementation of development programs.
- The achievement of development goals is driven by convergence of objectives and vision of leadership in addition to financial/infrastructural support from the government.
- Community engagement and education are critical for creating awareness and ownership to achieve development goals and sustain such initiatives.

Questions

1. How can villages benefit from convergence of objectives of Government schemes? (Hint: AGY & EGS in this case)
2. Should development programs focus on short-term improvement goals or long-term sustainable goals? Please explain your point of view.
3. What propelled Hiware village out of the relentless grip of poverty and ecological degradation?
4. What challenges may arise in replicating the Hiware model in other villages?

Course Positioning

The caselet is ideal for the course in Rural Planning and Development as it narrates the turnaround story of a village owing to a well-planned development strategy. It would be helpful in introducing topics like strategic interventions, rural planning, measurable development goals, strategy and implementation.

9 <https://hindi.indiawaterportal.org/Hiware-Bazar-A-water-led-transformation-of-a-village> , IDFC, Policy Group, June 2012

Dilemma of Credit Policy Decision For Nilmoon Enterprise

Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies,
Gujarat University

Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University

Challenge

Requirement of fund by farmers is very important area as India is a country focusing upon farmers and villages. How to provide credit to farmers for starting and running day to day activities and how to manage receivables is again a very important task.

Response

Nilmoon Enterprise has two partners and has started an operation for agro-based products. The partners contributed an initial capital of Rs. 70 lakh and that was in addition to the capital contributed by the friends and relatives. The two partners are solely responsible for running the business. They are Masters in commerce and Business Administration. They are in production of excellent agro-based pesticides and fertilizers which can be used by farmers in farming the products.

The company has made use of equity and debt capital to finance its growth during last few years. Its debt equity ratio is about 1:3. The lenders are not interested in extending loans to the company due to the regular payment problems. Neither Moon and Nill nor the other shareholders of the company have personal funds to invest in the business. Since they are highly involved in the business activities, there is a suggestion from bankers and accountants which indicated that their day to day management of capital is not upto the mark. Importantly their credit management was very poor. However, selling the company's products on credit has increased the sales of the company to great extent. Thus selling goods on cash to farmers is out of question. Also the competitors have a policy of selling goods on credit. Thus in this market if in case , company think of selling goods on cash , that would be challenging for the sales target and if company relax the credit policy than it may lead to bad debt losses. Thus company needs to be wise in strategizing its credit policy and related decisions.

Action Taken

The company has about 1000 farmers as customers, spread over the villages and main towns of Gujarat. The company has a policy of extending credit of 30 days but most of the customers this time delayed the payments of loan. The average collection period of the company last year based on the yearend figures was about 120 days. The total collection expenses which includes salaries, travel, administration etc. amount to about Rs. 3 lakh per year. Ninety percent of the firm's sales are on credit basis. Out of this, 10 per cent is sold to customers whose financial position is not very sound. In fact the entire bad debt losses which amounted to about 3 percent of sales to these customers and three fourth of collection expenses are attributable to these accounts. The company's sales are highly seasonal in character; about two thirds of the sales take place in monsoon season.

The company is expecting to increase 15 percent of sales over last year's sales. The company's cost of goods sold is 70 percent. After consulting the marketing and accounting staff and analyzing the status of competition, the company has decided to change its credit policy. Given the acute competition and availability of cheaper model, the company did not want to change the credit period for its prompt customers. However, it has decided to offer cash discount to motivate customers to pay early. The new credit terms would be 2/20 net 60. A response by the executives was that two-thirds of them might not like to avail cash discounts. This change in policy would not change the expected sales, but the average collection period of prompt customers is likely to reduce to 80 days.

The company has also decided to relax its credit standards to expand its sales. This is expected to increase sales by 10 percent. The marginal customers, which would also include new customers are not expected to take advantage of cash discounts and are likely to continue to take on an average 150 days to pay. In case of these customers, bad debt losses are expected to increase to 2.5 percent. The company would enforce collections with more vigor. It is expected that collection expenses would increase by Rs. 50,000 per annum. The company generally requires a rate of return of 15 percent from its investments.

The company has to also think at this juncture about the steps company would like to take if farmers fail to return the money within specified credit limit. Thus company needs to decide the collection policy also. The collection policy itself will improve the working capital cycle and if policy is up to the mark it will reduce the bad debt losses. Thus decision about credit standards, credit policy, collection policy and offering cash discount or not occupies great importance in the credit granting decision and the dilemma of the company is how to decide these policies so that the working capital management of the company is smoother.

Learning

1. Proper Receivables/ Credit Management can play a crucial role in the planning and implementation of the business strategies.
2. Change in credit policy is viable only when such change marginally improve the sales and profitability of the company.
3. Whether to outsource credit management function by involving factor as a service provider or to appoint credit manager who can handle the task is also crucial decision in this process.

Questions

1. Why company has high investment in accounts receivables? What are the peculiar features of its credit policy changes?
2. If you are credit manager of the institution, how would you recommend the change in credit policy of the company?

Course Positioning

The caselet will be suitable for the course on Financial Management. It will give the learners a thought on how the problems and challenges occurs for providing credit in rural business and it will also give opportunity to readers to explore the right strategies for better receivables management.

NC Fertilizers: Issues in Managing Transfer Prices In An Organisation

Dr. Nilam Panchal, Associate Prof., B K School of Professional & Mgmt. Studies,
Gujarat University

Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University

Challenge

The delegation of significant amount of authority depends upon the ability to delegate responsibilities for profit generation. This depends upon type of people, available information and the profitability measures for the organization. In a corporate value chain, a transfer price system is required if segments are to perform with profit or with responsibility. Deciding Transfer Pricing is an important challenge for an organization. How should be the decision related to transfer price is a challenging task for the organization.

Response

Transfer Pricing refers to the pricing of goods and services within a multi-divisional organization particularly with regards to cross border transactions. NC fertilizers is an organization running its operations at 3 locations. The home branch Division X is located in Gujarat and its other divisions Y and Z are located at 2 other different places. Products produced by Division X can be sold to Division Y or can be sold to direct external market also. The goods produced by Division Y have two options whether to sold to Division Z or to sell it to direct market. While the goods produced by Such transactions led to an increase in transfer pricing regulations as governments seek to stem the flow of taxation revenue overseas, making issue one of great importance for multinational organizations.

Transfer pricing is a mechanism to cope with the cost of the business and its competitors in the business. The method of transfer pricing cannot be used unless certain conditions are fulfilled. There are conditions that need to be fulfilled if transfer pricing is adopted in a business. There has to be integration of business across the value line. Business should not be diversified to unrelated businesses. Transfer price best works in integrated horizontally integrated business. Transfer pricing has few accepted techniques that are used in practice. The methods of deciding transfer pricing includes full cost based transfer pricing, Marginal cost based Transfer Pricing, Negotiated Method of transfer pricing.

NC Private Limited's 3 divisions X, Y and Z has an option to sell products in the open market, besides selling through various outlets. The divisions had the option of selling through general retail outlets in the market. The open market gave the division better profit, where as the internal transfer gave comparatively less profit. Sales in open market by Division X and Division Y increased the overall profit marginally by 5% but together all the divisions' open market operations reduced the overall profit by 3%.

Action Taken

The firm found it difficult not to sell in the open market as there was a huge demand. After lot of deliberation the firm has to decide about the transfer pricing rule. The top management of the company called a meeting to know about the standard costs of the company. The following is the data given by accountants related to standard costs which involves material purchased outside, Direct Labour, Direct Material, Direct Overheads and other variable overheads.

Standard cost per unit	Product of X Division	Product of Y Division	Product of Z Division
Material Purchase Outside	1	2	2
Direct Labour	2	2	1
Variable Overhead	1	1	2
Fixed Overhead per unit	3	4	1
Standard Volume	20,000	20,000	20,000
Inventories (Average)	60,000	25,000	20,000
Fixed Assets (Net)	40,000	35,000	26,000

The firm has decided that the transfer price would be calculated on the basis of Standard cost + 10% of the Value of Inventories and Fixed assets.

Learning

1. If you are manager of NC Fertilisers, What should be the transfer pricing decision for Division X and Division Y ?
2. Will your decision impact the performance of the division and performance of overall company as a whole?

Case positioning

The case is positioned in Financial as well as financial Accounting students. It is also very useful exercise for learning Management Control System in an organization.

Changing Attitudes in Rural India

A Grassroots Worker's Struggle for Clean Water and Toilets in Rural India¹⁰

Dr K N Rekha, Academic Consultant, MGNCRE

Challenge

Shelgaon is a small village in Shelgaon Taluka in Buldhana District of Maharashtra State, India. It comes under Shelgaon Panchayath. It belongs to Vidarbha region and Amravati Division. It is located 66 KM towards East from District head quarters Buldhana and 519 KM from State capital Mumbai. There was an increasing incidence of water borne diseases in Shelgaon. It was found that the overhead water tank in the village was cleaned 12 years ago. In spite of repeated communication to government to clean the tank, it could not be cleaned.

Response

Pramila Maruti Sulke, is a government appointed Gram sevak (village worker) in the state of Maharashtra, India. Gram sevaks play a vital role in reducing poverty in rural India although they are rarely acknowledged. Gram sevaks are considered to be the lowest rung of the development sector bureaucracy in India. She has been gram sevak for six years. For initial few years, she treated it like "just another job". She did the tasks that were easy to achieve and let the others down in bureaucratic procedure.

In 2007, Pramila attended a training course supported by UK aid from DFID (Development for International Development) for Gram Sevaks. The training program changed her attitude towards work. During the program, she recognized the vital role that a Gram Sevak plays in implementing and monitoring government schemes and extending services to the rural poor. She also learnt certain skills that helped her in taking initiatives in the development of Shelgaon.

Actions Taken

After her training, Pramila was all excited to put her skills in to practice. Her first assignment was to motivate and encourage the community to take responsibility for themselves and their problems. The first problem she identified was that the overhead tank in the village was not cleaned for the past 12 years due to which there was an increasing incidence of water-borne diseases. Nearly 1000 villagers were relied on the tank for safe drinking water. The first propelling task in front of her was to get the overhead tank cleaned. In spite of repeated reminders to the state government officials to clean the tank, it had not borne fruit. Pramila decided to put her learnings in the program to put to practice in the village to get the support from villagers.

The very next day, at a village council meeting, Pramila asked for volunteers to clean the tank. Not even single individual in the village was volunteered for the task. Pramila did not give up. The following morning she picked up a broom and a bucket and all set for cleaning the tank. When she tucked her saree, climbed up the steps, a small crowd of villagers gathered at the foot of the tank, and looked at Pramila in amazement. Slowly, villagers also started joining Pramila in cleaning the water tank. She lead them by being an example and the others followed her. The villagers were delighted by watching the clear stream of water flowing from a public tap. The Village Sarpanch (elected president of the village council) applauded her courage and told her that seeing her heroic effort, a group of men and women formed a group to clean the tank every 6 months. Villagers saw the decrease in water-borne

¹⁰ <https://www.gov.uk/government/case-studies/changing-attitudes-in-rural-india>, Published 8 September 2010, Accessed on Aug 14, 2018 at 13:04.

diseases in a month.

Being won the minds of villagers, she set herself for an even more ambitious target of improving the livelihood conditions in the village. Her target was to get clean village award (Nirmal Gram Puraskar) for Shelgaon, a prestigious award by the Government of India. The award was given to the villages that achieve total sanitation (eliminating open defecation, providing 100% access to toilets for all villagers, providing toilets in all schools and nutrition centres and setting up drainage systems for all public water sources and a mechanism for garbage disposal).

Pramila saw a big challenge in front of her to tackle. The village still defecated in the open, and there wasn't a place for, or a culture of disposing of their garbage properly. There were two challenges: one, mindset and behavior change of the villagers and the second, the bureaucracy to deal with to get government funds released for toilet construction and garbage disposal units.

The first task that she undertook was getting the volunteers for the task to be completed. The group was named "Good Morning Squad". The objective of the group was to create awareness among the villagers on the need for toilets and hygienic practices. She facilitated the villagers to apply for government funds. She hand held the villagers for each application until the end. Leading by example, she could convince the villagers to clean up the village and dig pits to dispose of their garbage.

Within a year of her continuous involvement in bringing up change in the livelihood of villagers, the village was declared a recipient of Nirmal Gram Award. The village achieved 100 % toilet facilities in each and every home, and it has also become garbage free zone. After announcement of the award, the villagers had a week-long celebration. Pramila got transferred to another village shortly after that. She started her journey of exploration and developmental plans in new village.

Learning

1. Leading by example is the best strategy to gain the acceptance of the community
2. Empowering / creating awareness among villagers is very important to seek their support in implementing any developmental initiative
3. Training programs to Gram Sevaks will help them in updating their skills and motivate them to pursue further in developmental activities

Questions

1. What are the ways to entrust support from the villagers?
2. How do we empower or create awareness among the villagers?

Course Positioning

The caselet is suitable for a course in Organizational Behavior and Group Behavior. As the caselet throws light on the how leading by example is the best strategy to gain acceptance of the community. It also helps in understanding how training programs create awareness and empower the villagers for their development.

Where There's Will, There's a Way

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

The Nizamabad district in erstwhile Andhra Pradesh (AP) and current Telangana is predominantly agriculture based economy as Godavari River enters into Telangana at Kandhakurthi in Nizamabad district. The women folk in the rural areas generally earned their living by working as an agricultural labour or by rolling *beedi* (unfiltered cigarette made with rolling tobacco inside dried leaves). With the inflation touching every aspect of life, these earnings adding close to five hundred rupees a month were not even sufficient for their sustenance in the 1990s in Yedpally village. Hence, the occupation of rolling *beedi* and helping out on farms were rendered unsustainable in today's day and age. The lack of any other skill set marred the hopes of these villagers.

Response

The beginnings were humble but as they say - a single step for man but a giant leap for mankind – only in this case, it was the women and the womankind. The ten poor women from Yedpally village courageously supported by District Rural Development Agency (DRDA) formed themselves into a self-help group (SHG) named Rudrama Devi Mahila Sangam with a seed capital of thirty rupees per member per month. DRDA has traditionally been the principal organ at the district level to oversee the implementation of anti-poverty programmes of the Ministry of Rural Development.

Action Taken

Under the aegis of DRDA, the transformation began once the group was sanctioned a leaf-plate making unit with a unit cost of Rupees eighty thousand with a fifty percent subsidy from DRDA. However, the most challenging task was to acquire the skills needed for manufacturing leaf-plates as none of them had ever made a plate in the past. The DRDA released a revolving fund of Rupees fifteen thousand to the group and imparted training to the members in leaf-plate making to get them started on the job. Srimati Ramanamma became an expert in leaf plate making and in turn, trained other local women enabling them to become part of the new trade.

The DRDA took all the members to Hyderabad to acquaint them with the raw materials market, packaging techniques and the marketing skills. The exposure in addition to the training programs honed their skills at par with other people involved in the leaf-plate industry. Srimati Ramanamma emerged as the group leader who would frequently visit the nearby towns like Bondhan, Nizamabad and other big mandal headquarters in an attempt to procure orders for their fledgling leaf-plate business. The exposure to the market and the customers facilitated the expansion of product line. The product offerings diversified to different types of leaf plates like tiffin plates, silver/gold wrapped leaf plate in addition to the ordinary leaf plate.

The coy rural women who had never stepped outside the four walls of their houses and the farmlands were conversing with the city officials and buyers like professional business women. They began participating in the exhibitions and fairs held at mandal headquarters and nearby districts. They showcased their talent at the State level DW CRA (Development of Child and Women in Rural Areas) exhibition and managed to sell most of their products. The officials sanctioned a shop in the DW CRA market to the group as an outlet for selling their plates.

These illiterate women taught themselves to read and write. They needed to understand the basic concepts of numbers, subtraction, addition and multiplication to sell their products and buy the raw materials. Their labors bore fruits not only in terms of increased income but the appreciation and applause that came their way. During the

industrial exhibition organized in Nizamabad, the group's activities were lauded by none other than the Honorable Governor of Andhra Pradesh (at that time), Dr. C RangaRajan. The governor admired the grit and the will of these women in shaping their own future by overcoming all the obstacles. The DRDA under the ambit of DWCRA undoubtedly played a stellar role in improving the lives of these women.

The other group members namely Laxmi and V. Bhagyamma managed the accounts and finances while Ramanamma led other activities of the group¹¹. With economic prosperity, the monthly income of these women quadrupled from five hundred rupees to over two thousand rupees per month. The positive impact of financial independence was visible in multiple ways. The children who had never set foot in a school were learning in the classrooms along with other kids. With increased awareness and the support of the government and the local administration, the eligible women in the group underwent family planning operations.

The women started participating in the social welfare programmes and initiatives like Janma bhoomi and Clean and Green Akshara Sankranthi program organized in their areas. They developed a sense of ownership and partnership with the administration. They felt encouraged by the officials and participated actively in all the public welfare programmes.

The journey that began with a motley group of ten optimistic women changed the landscape and the destiny of scores of women in the district.

Learning

1. In bringing social reform, it is imperative for the government to engage with people at the lowest strata by sharing information about schemes/programmes and encouraging participation.
2. Active involvement of people along with the support of officials boosts the success of programmes.
3. To empower economically backward sections of society, training in addition to the financial assistance goes a long way in promoting the capability and wellbeing of poor citizens.

Questions

1. What is the role played by the government in the social welfare of the rural population?
2. In today's dynamic world, how do you equip people to deal with change?
3. Why is it important to focus on the skill set of the people?

Course Positioning

The caselet is suitable for a course in Organizational Behavior and Group Behavior. As the caselet throws light on the transformational journey of women in a village, it will be helpful in introducing topics like empowerment, group behavior, and managing change.

Fostering A Culture Of Trust

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

The liberalization of Indian economy in 1991 opened doors for importing coal from other countries. Whilst it brought joy to the consumers, it spelt trouble for Singareni Collieries Company Limited (SCCL) headquartered in Kothagudam, Telangana. The administered coal prices dictated by government became unattractive for SCCL's customers. Moreover, the labour-intensive underground mining was rendered unproductive by high absenteeism at Singareni. To add to its woes, there were about two strikes every working day in the collieries owing to multiplicity of unions at SCCL. Over 100 unions squabbled for supremacy making unreasonable demands from management which often ended up in strikes. Unfortunately, any disciplinary action to restore peace and order inevitably led to industrial unrest.

The wildcat strikes, militant trade unions, high absenteeism, and onslaught from international competitors catalyzed SCCL's decline and boosted the accumulated losses to INR 12.19 billion in 1996. As a result, this joint public sector undertaking owned by the Telangana Government (51 percent) and the Union Government (49 percent), boasting of 48 mines (19 opencast and 29 underground mines)¹² was declared 'sick' (bankrupt) in 1996.

Response

The transformation journey began in January 1997, when APVN Sarma took over the reins of the company as the Chairman and Managing Director (CMD). During interactions at the coal mines, Sarma was shocked to discover that workers were clueless about the bankruptcy. Rampant strikes and low productivity was a norm among the workers. In short, the hierarchical culture had alienated the workers from the management. There was a distinct disconnect between the management and the blue-collared workers in this hierarchical and highly unionized organization wherein workers trusted the union leaders more than the top management.

Amidst the polarized environment and trust deficit, it was not surprising that the management never communicated directly with the workers in the past. Sarma decided to get rid of the union leaders who acted as middle-men distorting information to serve their vested interests. He sent two letters in quick succession to all employees in Telugu (local language) at their residential address to inform them about the company's poor financial health. The intent of sending letters to their homes was to educate even the family members about SCCL's bleak future if the performance didn't improve.

The unprecedented act of management reaching out to the workers led to protests from unions. A union president disgruntled that if the management claimed to have no money, how it could spend INR 500,000 for courier services to deliver letters. Despite these protests, Sarma marched ahead. He had realized that inculcating a culture of trust and open communication was the key to building partnership and enlisting commitment from workers. He met with the operating directors every fortnight and consulted with employees at all levels to devise strategies to improve performance.

Action Taken

The top management knew that they had to be proactive to overcome the "us versus them" mindset propagated by the unions. SCCL started the process with a communication policy to plug the information gaps, with a vision to "promote the spirit of Singarenism among Singarenians." The policy — a unique experiment in the public sector —

12

aimed at touching over 100,000 employees spread over 67 mines¹³. Sarma regularly wrote to the workers' homes, to keep their families informed about the organization. These letters addressed to the blue-collared workers written in local language explained the financial health of the company, how a worker could help, and adverse impact of strikes on productivity. The erstwhile clueless family members gradually started developing a sense of ownership and in turn, motivated their bread earner.

In March 1997, SCCL formed multi-departmental teams (MDTs) with the objective to update employees about the financial statistics, and elicit suggestions from workers for the management. The MDTs prepared and gave monthly presentations about company's performance to workers in mines, their families in colonies, and executives in offices. In the meantime, open house meetings with employees spanning all levels had become commonplace at SCCL. Sarma would host these meetings to ask workmen: "If you were in my position, what would you do? Which areas would you improve?" Based on the feedback collated by MDTs and ideas shared by employees at open house meetings, the management brought about a lot of improvements. Also, employees could see their voice being heard and their role in shaping the future of organization.

The management believed that actions spoke louder than words. The company issued press releases periodically regarding employee achievements at SCCL. On local television channels, they hosted talk shows and news features covering SCCL and its township activities. Every communication channel highlighted the importance of workers. Sarma followed an open-door policy where employees could freely walk into his office to share their problems. The general managers for every area visited the worker colonies to listen to their grievances. After 15 days, another officer would go to check if the problem had been addressed. The fulfilment of promises instilled trust in the hearts of workers.

SCCL launched a literacy drive, focused on recreation, ramped up housing and medical facilities, and rolled out a scholarship program for workers' children. The management also acquired a guest house for rural employees near the city hospital in Hyderabad for its employees and their family members to ease access to quality health care. Later, the miners who attended the literary sessions were invited to read the newspaper on stage during Independence Day celebrations. The applause from the audience infused a sense of pride and accomplishment in the workers with low literacy level.

SCCL formed a Singareni Seva Samiti (welfare association) which facilitated vocational training for workers' wives and thereby supplementing the family income. It switched to salary disbursement through banks instead of cash payment at the mines. SCCL also set up area terminal benefit (ATB) cells which served as one-stop solution for any settlement. The reduction in settlement period from months to few days provided respite to economically backward workers.

The multiplicity of trade unions that had plagued SCCL with discipline issues like frequent strikes, non-adherence to shift timings, absenteeism, and delayed shift changeover were growing weaker with a responsive management and information symmetry. In 1998, SCCL decided to regulate unions by holding trade union elections to restore industrial peace. The unions vehemently opposed the elections, threatening the management with dire consequences. But, the undeterred management organized the trade union election under the protection of police force.

In the history of Indian coal industry, first trade union elections were held at SCCL in September 1998. It was declared that except the recognized union, the management would not deal with any other association. Previously, any union would approach mine managers with unreasonable demands and resorted to strikes if they were not met. Post elections, SCCL announced that during strike, workers would lose the right to ask management for anything, including

13 Mouli (2005). SCCL Internal Report titled "Singareni Collieries Company Limited – A Turnaround"

salary.

After clipping the wings of the unions, SCCL announced the disciplinary policy to monitor employee's performance and behaviour. In 1999, it dismissed over 1500 employees for poor attendance sending out the message loud and clear. Interestingly, the workers didn't resort to strike as they had reposed trust in the management's actions and intent. From the mind numbing statistics of over 300 strikes per year, SCCL achieved a strike free calendar month in August 2000. The workers now felt "one with the management."

Under Sarma's able leadership, SCCL posted profits for four consecutive years. The accumulated loss declined significantly by 53.6 per cent in a span of four years while the net profit rose to INR 894 million in 2001.

Learning

1. In establishing a culture of trust, it is imperative for the leadership to engage the employees by empowering them with information and encouraging bilateral communication.
2. Active involvement of leadership lends credence to any initiative. Direct communication with low level of employees signifies that the leadership values their opinion.
3. To change the culture, the leader should take care of resistance at three levels i.e. cognitive resistance by sharing information, emotional resistance by demonstrating care and concern, and personal resistance by establishing trust in the leader.

Questions

1. Is trust reciprocal in nature i.e. if the leader reposes trust in employees, will s/he gain trust in return?
2. Why is it important to establish direct lines of communication between management and employees especially in unionized setting like SCCL?
3. At SCCL, how did the leader mobilize support from all level of employees in changing the organizational culture?

Course Positioning

The caselet is suitable for a course in Organizational Behavior. As the caselet describes how a unionized organization dealt with subversive unions and fostered a culture of trust, it will be helpful in introducing topics like group behavior, organization culture, and power and politics.

Regaining its Lost Glory -State Bank of India (SBI)

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

State Bank of India (SBI), with roots tracing back to 1806, was an opinion and market leader in the economic sphere especially in the rural heartlands. In the 2000s, with the advent of private and foreign banks even in the rural sector of India, the country's oldest bank with over 200,000 employees and 16,000 branches started losing its supremacy and customers.

The SBI branch in the Bihar University in Muzaffarpur felt its unquestioned supremacy threatened. It was due to lack of customer orientation, outdated technology and inefficient business processes. These problems were compounded with the employee pool that had become an ageing group and lacked customer focus. In the early 2000s, the private sector banks endowed with younger workforce, laced with superior technological capabilities provided higher quality of customer service which surpassed the public sector banks. Suddenly, SBI figured low on the list of the rising segment of young salaried or self-employed folks in the town. The frontline staff's motivation suffered as the number of customers dwindled every passing month. SBI carried the legacy of being state owned along with outdated technology and low customer responsiveness.

Overall SBI, once a force to reckon with, was languishing in inertia especially in the rural sector. The branch manager, Mr. Diwakar Singh at the small bank inside the Bihar university campus was perplexed with the declining number of customers.

Response

O.P. Bhatt, a lifetime SBI-insider, embarked on a countrywide transformation journey after his appointment as the Chairman in 2006. He was alarmed by the shrinking market share. The people weren't performing poorly as individuals; they just weren't energized and aligned with a common goal. He felt that the entrenched mindset of employees, where customers were supposed to approach the bank as opposed to the bank being proactive in attracting customers, also inhibited the growth. Bhatt delivered his famous 'state of the nation' speech at the conclave to create awareness about change. The conclave concluded with a 14-point agenda that fell into three broad groups – i) issues related to business, ii) how to facilitate these businesses; and iii) focus on people to create alignment and enthusiasm and was disseminated to all the branches in urban as well as rural India.

The branch manager, Mr. Singh at the university campus had found his elixir to revive and excite its handful of workforce.

Action Taken

When the edited 'state of the nation' address was made into a presentation that the deputy managing directors presented to 10,000 branch managers countrywide, Singh saw a ray of hope with change being driven from top. In addition, this was the first time the CGMs (Chief General Managers) had met with all the branch managers under them. For every branch manager including him, it signaled the importance of individuals in the transformation process.

The branch manager of University campus in Muzaffarpur realized that altering the mindset of employees who had worked for decades in a non-competitive, almost monopolistic, closed economy was an imperative. His officers were comfortable sitting from 9-5 in the office and catering to the needs of the pre-existing customers. They never bothered to venture out or made any attempts to connect with the customers. When Singh shared the presentation with his branch employees, employees were astonished and touched by the management openly disclosing what happened at the leadership conclave. This kind of openness was unheard of in the long illustrious history of SBI¹⁴.

14 Malone, R. (2009). Remaking a government-owned giant: An interview with the chairman of the State Bank of India .

A change program named 'Parivartan' (meaning 'transformation') was launched countrywide by Bhatt in 2007 touching each and every SBI employee. The Chairman set a target of 100 days to reach out to 200,000 employees of the bank, right from clerks (junior level) to Scale-IV officers (senior level). The program, aimed to bring about mindset change and customer responsiveness through massive internal communication.

This program assisted the branch manager in energizing his team members and emphasizing the need for change. He appointed '*Grahak Mitra*' (customer friend) whose job was to reach out to customers and understand their pain points. Subsequently, key employees were entrusted with the task of approaching prospective customers by seeking reference from existing customers. It was unlikely for these public-sector employees to pay a visit to the Professors and other customers on the university campus. This move showcased their proactive nature and reposed the trust of young faculty member who had initially opted for private banks like HDFC and ICICI as their salary accounts.

By July 2007, over 3,800 two-day *Parivartan* workshops were held at more than 100 locations throughout the country in 100 days to cover all employees. And to everyone's surprise and joy, the seemingly impossible target was met and the employees were united by a collective enthusiasm to win customers.

As the small university branch managed to gain a few new customers by shedding off its accumulated lethargy; at the country level, Chairman had embarked on the path to co-create a new vision of SBI. The vision of SBI was a complex, verbose statement, indistinct from several other organizations. Interestingly, it made no reference to 'customers'. Unlike the common practice of confining the task to the top management, SBI undertook the herculean task of engaging 200,000 employees in redefining its vision.

A series of five posters were created and sent to 16,000 offices, for five consecutive weeks. The posters consisted of statements like: "Today we are India's largest bank. How do we become India's best?"; "State Bank of India has got 140 million customers. How do you make each customer feel that s/he is the most important?" The rural branches that often felt sidelined in decisions related to bank at large, felt intrigued by the posters. It had triggered informal conversations amongst employees led by the designated change agent. Gradually, the demographically and geographically diverse workforce was thinking about the bank and its customers.

In the sixth week of *Parivartan*, every employee received a letter from the Chairman with a questionnaire. The questionnaire had 10 multiple choice questions, each with three choices to select from. They were given 10 days to fill the questionnaire and send it back. The questions included: "What is SBI's biggest challenge?" "What can give SBI the winning edge?", "What should SBI be famous for?", and so on. As for the vision statement, three choices were offered:

- I My SBI – Improving Life for All;
- II My SBI – The Bank of First Choice; And
- III A statement that focused more narrowly on the customers.

This last option won decisively with over 54% of the votes. The whole process garnered phenomenal response from 141,000 employees. The emergence of 'customer satisfaction' as the key idea was aligned with the winning option. As a result, the new vision "My SBI, My customer first, My SBI: First in customer satisfaction" was articulated where 90 percent of the employees were able to see their contribution¹⁵.

The new vision statement, achieved through employee support including the oft-ignored rural branches helped the branch manager in driving change. In 2008, the bank employees hand delivered the SBI diary and the SBI calendar to each and every customer in the university. Firmly ensconced as India's flagship bank, SBI's rural employees weren't threatened by competition anymore.

Retrieved September 27, 2011, from McKinsey Quarterly

15 Chakrabarti, R. (2010). *Grits, Guts and Gumption- Driving Change in a State Owned Giant*, New Delhi: Penguin Publishers.

Learning

1. A customer responsive culture is essential to thrive in today's competitive landscape even in the rural markets.
2. Communication, employee engagement, and a strong leadership are three two key pillars of driving a successful organizational change.
3. The success of SBI's cultural transformation is not only an inspiration for ageing businesses but a recipe to excel in the face of change and competition.

Questions

1. What are the ways in which organization can engage the employees as advocates of change?
2. Why and how should organizations adopt a customer responsive culture?
3. What is the role of leadership in implementing a successful organizational change?

Course Positioning

The caselet is suitable for a course in Organization Behavior, Leadership, and Organization culture. As the caselet deals with the issues and dilemmas faced by an organization in the face of competition, it will be helpful in introducing topics like creating a Customer responsive culture, role of a leader, executing organizational change and importance of employee engagement.

The Tale of a Model Village

Dr. Gowri Pisolkar, Associate Professor, Aurora's PG College, Hyderabad

Challenge

The rural population in India lives in primitive setting. Access to electricity, necessary education and health services are by and large a distant dream. Modern technology has not touched these people, even after many years of independence. Rural poverty which is leading to large scale migration to cities is a leading to a serious urban problem. Ralegan Siddhi was plagued with many problems like poverty, drought, and liquor. Its story was no different from the story of many such villages across India.

Around 1975, the picture changed. With the passage of time the village which was plagued with poverty and many other ills became a model village for entire India.

Response

The improved view of Ralegan Siddhi is because of the motivation and dedication of one man called Anna Hazare. When he came back to the village in 1975, he saw the village in utter distraught. He wanted to change the way the village was. The first and the foremost important task were to provide enough food to eat.

Anna understood, knowledge cannot be gained on an empty stomach, the villagers have to be fed properly, and they have to be provided with jobs for a living.

Idea of scientific farming practices leading to sustainable agriculture was what he thought would be the solution. The participation of the entire community especially the youth could revive the village. A youth society and a village assembly to spread ideas were started by Anna. These helped Anna, speak out against one of the larger problems plaguing the village – alcohol, and eventually eliminating it.

Actions taken

How did the village turn a new chapter? It all started by the motivation of the leader “Anna Hazare”. He not only supervised but led by example. He encouraged the village community to contribute its labour to rebuild the village temple and from then on the story of a model village took shape.

Water management was the first problem that was to be resolved. Huge Water tanks which could store rain water and also fill the wells with water were built. Percolation tank which was constructed was the beginning to resolve the problem. In 1975, the tank which could not hold water, Hazare gathered people to voluntarily repair the embankment. For the first time in the living memory of the people, the seven wells below it swelled with water. The second problem of soil erosion was curbed by stopping the cows to graze openly and felling of trees was discouraged and if a tree was cut, five trees had to be planted in its place.

Once the village had enough to sustain, education was emphasised by building the village school on a voluntary basis. A considerable transformation was managed through the work and collaboration of all the villagers and the devotion of a charismatic man.

Today the village is self sufficient in food grains and other necessary agricultural produce. The villagers tender Community service after finishing their daily routine. A sense of community and involvement among all the people is prevalent. Ralegan has shown the world how the whole system can stand on its own legs from scrap. It demonstrates the power of unity and the need to take charge of our own development for a sustainable environment practices. Today, there is no longer any poverty as the village sustains water year round. It also boasts of a grain bank, a milk bank, and a school.

Learning

1. Water management can lead to sustainable farming.
2. Leadership by leading: Say it, do it, coach it, live it.

3. Innovation at the grass-root level can be turned around for larger good.
4. Adversity can be turned into opportunity.

Questions

1. Differentiate between individual style of leadership and collective leadership?
2. What are the qualities of a good leader?
3. Community service should be an integral part of education? Elaborate.
4. The case of Ralegan Siddhi has demonstrated that feelings of ownership, empowerment and accountability are properly established, the necessary group dynamics come to the fore in creating wonders. Discuss
5. Discuss the applicability of Maslow's Theory of needs in the case of Ralegan Siddhi.

Course Positioning

The caselet is suitable for a course in HR / OB, and Rural Development . The caselet highlights certain concepts like participatory approach, group dynamics and role of leader, water management, sustainable farming and requirement of innovation at the grass root level.

Unity is Strength

Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

The state of Andhra Pradesh had progressed economically and socially at an unprecedented rate in the last couple of decades firmly gaining the status of a stalwart state. Despite this skyward growth, basic necessities of healthcare, education, and safety were still a pipe dream for women and children especially in the tribal areas. The Erukula tribe, an indigenous ancient tribe residing in Korlagunta, near Tirupathi was no exception. Moreover, the societal construct had unfortunately pegged the women and children at the lowest strata of the pyramid as recipients of benefits and growth. The 50 families whose traditional occupation was weaving bamboo baskets and mats were struggling to make their ends meet. The lives of the tribals were influenced by their habitat, level of traditional and ancient knowledge, and the skills they possessed in using the resources that were available¹⁶. Despite the knowledge and art of basket weaving, the illiterate women were at the mercy of middlemen who would charge a heavy commission for access to market. Hence, the tribal women needed to upskill and take charge to survive in today's dynamic competitive marketplace.

Response

In an earnest endeavor to improve the livelihood of folks residing in the remote corners of the country, the Indian government launched and extended the cover of the Development of Women and Child in Rural Areas (DWCRA) to all the districts in 1994-95. To help the women living below poverty line, the Self-Help Groups (SHGs) in Andhra Pradesh found support under the DWCRA scheme to empower the women living in abject poverty.

However, the success of scheme relied heavily on the participation of targeted social group to meet the objectives. Under the program, five DWCRA groups were successfully formed in the late 1990s involving the women belonging to the Erukula tribe. They were named i) Sri Balaji DWCRA Group, ii) Sri Sai Durga, iii) Sri Durga Bhavani Mahila Abhyudaya Sangam iv) Alamelumanga Group and v) Venkateshwara Group. Each group consisting of 10 members was enthused with a relentless commitment for self-sustainable development.

Actions Taken

The first step after the formation of the groups was to get rid of the middlemen. The appointed women leaders of the group were entrusted with the task of paving the way to the market to find customers. The group leaders, Smt Venkatamma and Adilakshmi took up the responsibility of meeting the officials of the Devasthanams and Municipality in Tirupathi. Empowered by the DWCRA programme, they found their first big client in the Tirumala Tirupathi Devasthanams. Things immediately started looking up once the group started supplying baskets to the Devasthanams as it ensured a constant source of income. They were not only producing goods but were also marketing their products independently without losing out the hefty fee extracted by middlemen.

As opposed to individuals involved in weaving, the group found it easier to even procure raw material from neighboring villages at better rate. The collective strength had increased their negotiation power in procuring bamboo from area near Renigunta, Chandragiri, and Ithepalle. The leaders looked after all the financial matters like filling tenders, collecting the amount from the buyers, and distributing the income among members depending upon the number of baskets supplied. In exchange for their work, the leaders took a commission of meagre 10 paise for every basket supplied. Every member earned close to two thousand rupees in a month which ensured proper food and shelter for them and their children.

16 Political Economy of Tribal Development: A Case Study of Andhra Pradesh, M. Gopinath Reddy K. Anil Kumar, Working Paper No. 85, Feb 2010, Centre for Economic and Social Studies

Soon, as the word spread, these five DWCRA groups also started supplying baskets to the Tirupati Municipality. The earning combined with the urban exposure transformed the lives of these women and their children. Since basket making was a traditional family craft, every family member contributed to the activity. However, the illiterate women of the tribe gradually realized the importance of education and enrolled their kids in the nearby government schools. Due to the urban contact, even girls who were usually confined to the household chores were attending the school along with the boys.

The leaders hosted group meetings once or twice a month to distribute the revenue generated by sale of baskets and foster a sense of cooperation among the group members. Another important agenda was the discussion on issues and problems related to women like health, family planning, hygiene, domestic violence, alcoholism in family etc. Earlier, there was no recourse for the women abused by their husbands or other family members. Post the formation of DWCRA groups, if any woman was abused by the husband or family members, the group would intervene. First, a warning was issued to the erring party and in the absence of any positive response; the matter was reported to the police. The group leaders became members of *Maithri (friendship)* group which was supported by the police department to promote social justice¹⁷.

In a nut shell, by working as a group, the Erukula women gained self-confidence, courage to raise voice against violence, and an indomitable will to educate their children to become self-reliant just like their mothers.

Learning

1. Participation of women is crucial for holistic development of society in the rural and tribal areas.
2. The success of Erukula tribal women can be replicated in other tribes to empower them socially and financially.

Questions

1. What are the methods to empower the weaker sections of the society?
2. Is it important to appoint leader in every group to perform productively?
3. What are the various ways to organize groups to ensure success of the program?

Course Positioning

The caselet is suitable for a course in Organizational Behavior. As the caselet describes how the women groups fostered a culture of cooperation and safety while achieving financial independence, it will be helpful in introducing topics like empowerment and group behavior.

Journey from 'Dowry' to 'No Dowry'

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

Dowry has been proclaimed illegal and a punishable offence by the Indian courts several years ago but the gap between the letter and the spirit of the law is yet to be bridged. Like several other parts of the country, dowry was an integral part of the religious and cultural customs plaguing the marriages in the quaint Nilambur Panchayat in Kerala. The cent-percent literacy of the state failed to shield the state from the catastrophic effects of dowry. Dowry wrought havoc on the smaller households of the village wherein parents resorted to selling their households in order to meet the financial demands placed by the groom's family as a prerequisite for marrying their daughter.

The minimum dowry of around one lakh rupees in cash and twenty sovereigns of gold amounted to three lakh rupees that were more than lifetime savings for low-income families. These families were forced to raise the money by mortgaging their houses to the banks or by approaching private money lenders. These loan sharks thrived on innocent borrowers by charging an exorbitant amount of interest making it impossible for the borrower to break out of the loan cycle. The statistics in Nilambur showed that around fifteen marriages took place every week amongst low income families. At an average rate of 15 weddings per week, around 45 lakhs of debt flowed into the society in seven days. Extrapolating the figure to twelve months, it totaled to a humongous sum of rupees 45 crores in a year.

The newly appointed Panchayat, Mr. Arcadian Shoukath vowed to fight this social evil as soon as he took charge of the village.

Response

Arcadian, a progressive leader and a filmmaker by profession sought the help of an Organization Development (OD) Consultant, Mr. Santhosh Babu¹⁸. After studying the current situation and the social structure of the Panchayat, the OD Consultant chose to implement a Large Group Intervention (LGI) as the change necessitated the involvement of all the stakeholders. A top-down approach wouldn't have yielded desired results as the need of the hour was collective transformation of the whole system.

Initially, Santhosh Babu spoke to the leaders in the Panchayat to enlist their support by explaining the rationale and the methodology to them in November 2008. Once the top leaders were convinced, a Large Group Intervention (LGI) spanning over two days was organized in January 2009 involving the multiple stakeholders of the community. The participants ranged from senior citizens, to housewives to teachers to political and religious leaders. Even students were invited to these sessions build awareness among the youngsters. The leaders were treated like every other participant who shared their dreams, stories, and future plans with each other in a temporary construction erected at the top of a hillock in the village.

Action Taken

The key tool used at the intervention was Appreciative Inquiry (AI) which channelized the energy and focus of the participants on their achievements instead of problems. Once a shared sense of pride bonded the entire community, it was easier to discuss the elephant in the room. The appreciative inquiry had engendered motivation at the grass-root level and people engaged together in devising the strategy to better the lives of the people. The focus on the positive dimensions triggered the conversations on the past successes/achievements along with the best ways to grow and prosper as a village.

Through the four stages of AI i.e. Discover, Dream, Design, and Deliver; the Consultant with the help of Panchayat had ushered the residents of Nilambur on a soul-searching journey of discovering their strengths and dreaming about an inspiring future. This collective, collaborative search for a suitable strategy to curb the practice of dowry

18 Reflections on Whole System Change by Santhosh Babu in Organization Development: *Accelerating Learning and Transformation*, S. Ramnarayan and TV Rao (Eds.), Sage Publishing

resulted in a positive change that faced lower resistance and wider acceptance among the people.

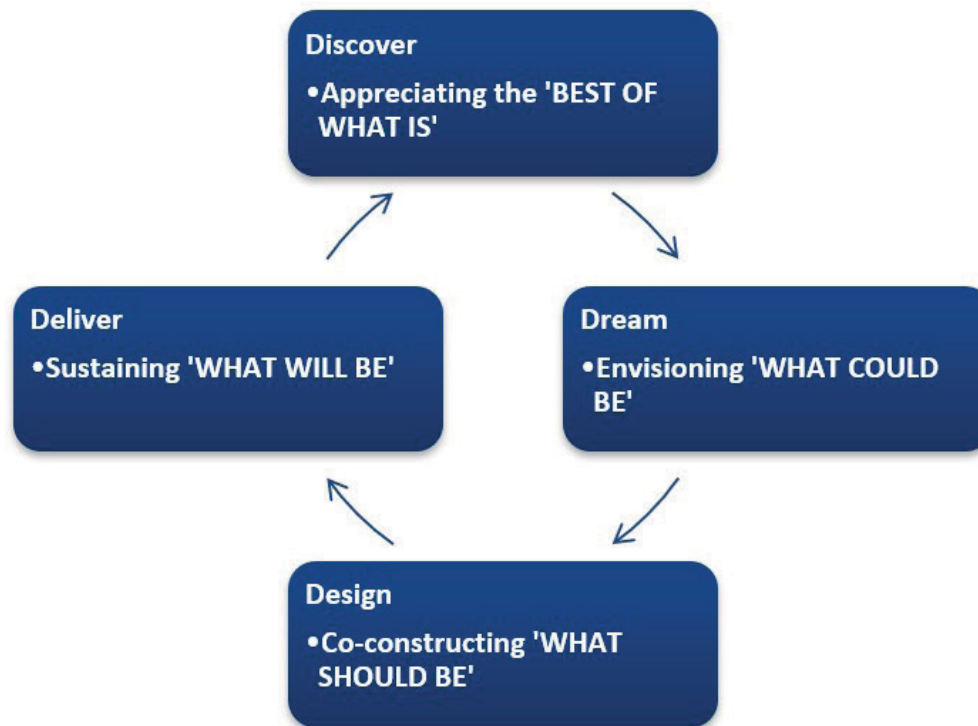


Figure: The 4 stages of Appreciative Inquiry (AI)

The presence of various age-groups of society at the intervention also created a sense of ownership as everyone felt involved in the process. It wasn't a dictum that was enforced by the Panchayat leaders on the villagers. After the interventions were concluded, the number of dowry marriages declined drastically.

Today, the Panchayat boasts of a website named www.dowryfreemarriage.com which is an inspiration for adjoining and distant areas. This platform aims at connecting people who believe in gender justice and marriages free from dowry.

Learning

1. Organization Development (OD) is useful in implementing planned change for organization in particular and society in general.
2. Appreciative Inquiry (AI) is a powerful tool for turning the problem-solving approach into a collaborative exercise instead of blame-game.
3. The leader and the participants are equal stakeholders in large group interventions.

Questions

1. What are the key steps in Appreciative Inquiry (AI)?
2. How does AI assist in mobilizing change especially in large groups?
3. Why should a leader relinquish his role in a large group intervention?

Course Positioning

The caselet is suitable for a course in Organization Development (OD) and Leadership. As the caselet deals with the social issue plaguing a small Panchayat, it will be helpful in introducing topics like group process intervention and the impact of OD.

Transformation of Barren Land to Pond¹⁹

Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

In a land faced with the double whammy of little or no opportunity of employment exacerbated by the vagaries of monsoon wreaking havoc on agriculture; abject poverty could be seen everywhere at Mahadevpur in Anara Gram Panchayat. At the dismal end of the spectrum was the socio-economic position of the women who suffered every humiliation and pain without being able to raise their voices because they were dependent on their husbands who were the bread earners of their families. The social vices of child marriage, dowry, and domestic violence were prevalent among the population that mostly consisted of Scheduled Castes(SCs) and Schedules Tribes (STs).

To make matters worse, the agricultural community of this area was crippled by the lack of proper irrigation facility. In the absence of robust irrigation facility, cultivators were restricted to single crop cultivation. As a result of low productivity and few employment opportunities, the income and subsequently the standards of living of residents were very low. It also resulted in large scale migration of labor to nearby industrial and colliery belts.

Response

MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act) commonly referred as NREGA is one of the largest employment programmes in the world that provides a source of livelihood and asset creation to nearly 7.5 crore individuals annually in India. It is also one of the world's largest rural infrastructure programmes with nearly 1.5 crore assets being constructed annually. At the crux of the programme lies the promise of payment of minimum wages to the unemployed rural folks struggling to make ends meet.

Actions Taken

Although mentioned as a pond in the land record, the so-called Choubey Sayer was a barren land before the NREGA scheme started in Mahadevpura. In order to increase employment that would subsequently give a boost to production and income of villagers, the scheme to develop a pond was initiated at ChoubeySayer in Mahadevpur under NREGA by Anara Gram Panchayat. The condition of the soil was mixed in nature. In the process of re-excavation of this Sayer, a total no. of 3326 man-days were generated through which around 180 families of two adjacent mouzas/ village viz. Mahadevpur and upper Baishyakulireceived direct employment and salaries.

The project also benefited over 35 families indirectly as they could use the water of the bundh (pond) for irrigation of their farmlands. After the successful re-excavation was done, Choubey Sayer provided water for various purposes, primarily for irrigation of about 6 acres of surrounding fields and agricultural land. Serving as the much-needed irrigation facility, it has not only facilitated higher production level and multiple crop cultivation but also transformed a few barren lands into cultivable ones where pulse had been grown earlier. These achievements have considerably reduced the so-called migration of labour towards the east. Agriculture activity has provided employment thereby raising the standard of living of the people residing here.

However, the most rewarding feature of this project was the huge number of women who were employed during the excavation. As per the muster rolls, around 50 % of the total labor forces consisted of women. An active involvement in the project has inculcated a sense of achievement while boosting the self-confidence of women who traditionally stayed at home and tended to household chores while the men worked odd jobs. It improved the socio-economic

19 nrega.nic.in/Reportfromfield/SCST_women_invo.pdf

condition of the female workers as the project provided access to income with which they could contribute to the nourishment and welfare of their families. These empowered women are no longer silent spectators but active participants in the decision making of their family affairs.

With the help of Panchayat and Block, two all women SHGs (Self Help Groups) have been formed with the aim of improving production and income along with spreading awareness about social causes, health and hygiene issues and ill-practices in the name of tradition. With increased awareness, the women in Mahadevpura are now keener to send their children to schools rather than silently watching their children being forced to work as child labor by their husbands. Post NREGA, the women learnt to become organized as they realized the strength of unity in solving their personal and community's problems.

In a nut shell, the project ushered in a period of prosperity as the water paved way for the life-giving pond on a barren piece of land.

Learning

4. Organization Development (OD) can be instrumental in implementing planned social changes for unprivileged sections of society.
5. For the planned intervention to yield desired results, it is important to engage all the sections of the society as active participants.
6. The leaders and the participants are equal stakeholders in large group interventions.

Questions

5. What is the role of the government and authorities in transforming the lives of the weaker sections of the society?
6. How did the excavation project assist in mobilizing large number of women?
7. Why should women be empowered for far-reaching impact on country's growth?

Course Positioning

The caselet is suitable for a course in Organization Development (OD) and Leadership. As the caselet deals with the economic and social issues faced by the village, it will be helpful in introducing topics like the impact of planned intervention through OD and HRM in rural areas.

Planned Changes Yield Planned Consequences

Ms. Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

Over 100 years old, the Singareni Collieries Company Limited (SCCL) was crumbling under the heavy weight of debt and an enormous workforce of over lakh employees with many of them characterized by high absenteeism, poor discipline and low productivity. Failing to curb its downward slide, the behemoth was eventually declared 'sick' (bankrupt) in 1996 by the Board of Industrial and Financial Reconstruction (BIFR).

After APVN Sarma was appointed the Chairman and Managing Director, he was shocked at the communication gap and trust deficit between the management and the workers. The apathy shown by the workers towards the deteriorating health of the organization partly due to their ignorance exacerbated the situation. Terms like productivity and bankruptcy were alien to the workers with low levels of education. The anti-management tirade propagated by multitudes of unions made matters worse. At the helm of this sinking ship, Sarma wondered about the ways to revive and nurse the sleeping giant to good health.

Response

APVN Sarma, an experienced bureaucrat knew that only planned changes yielded planned consequences. Therefore, he needed to understand the organization in its entirety – the power dynamics, the organizational culture and the mindset of the workers before devising any change plan. Like any organization, SCCL was also a whole system wherein change in one part would inadvertently impact others. He set out on this arduous journey by interacting with management as well as the blue-collared workers who worked in the coal mines to understand the ground realities.

Action Taken

Sarma aided with his chosen management team, chalked out a multi-point change plan.

Coalition for Leading Change

Sarma inducted Technical Directors, Finance Head, and Chief Engineers into his Change Management team to champion the cause. He also appointed a Personnel Head who would have an understanding of the people and people policies especially to manage the huge workforce. He formed Multi-department Teams (MDTs) to promote collaboration and lateral communication among different and disparate functions.

Bridging Communication Gap

Communication was touted as the most important tool to build awareness and support for change as it helped overcome the cognitive resistance regarding the rationale for change. Sarma and his change team met with workers and explained the concepts of financial health, productivity, and bankruptcy which could lead to closure of mines rendering the workforce unemployed and homeless. The letters written in Telugu (local language) by Sarma to employees' residential address created a sense of urgency for change and enlisted the support of family members.

Seeing is Believing

The customers complained to SCCL about the poor quality of coal owing to the presence of large amounts of iron-filings. Instead of reprimanding the miners, Sarma sent couple of workers to the client site at Raichur. During the visit, the workers learnt from the customers how these filings resulted in faster wear and tear of the conveyor belt. They came back and shared the message with fellow workers and the quality improved without direct intervention

of management.

Brainstorming with Workers

Sarma held sessions with workers with an open agenda on ways to improve things at SCCL. He would seek their ideas and suggestions to improve the workplace. For instance, random checks had revealed that the number of miners entering the mines and the cap-lamps issued did not match. When Sarma posed the question, a worker recommended that 8 am should be the deadline for issuing cap lamps. The simple suggestion of deadline coined by a fellow worker ensured that miners reported for their shift on time.

Demonstrating Care with Action

The management needed to overcome the propaganda by unions which portrayed a callous management lacking the welfare of workers in its heart. The management built recreation arenas near the worker housing for their children. They also provided better medical facilities and organized campaigns about HIV/AIDS, nutrition, etc. Sarma even sanctioned the treatment of a worker suffering from AIDS on company's expense. A scholarship programme was launched to support the education of academically bright children of workers. He also formed a Singareni Seva Samiti (Welfare association) for the wives of workers to receive vocational trainings to improve the family income.

Curbing Industrial Unrest

The subversive trade unions hampered the performance of SCCL as they promoted strikes, non-adherence to shift timings, absenteeism, and delayed shift changeover. To curb the industrial unrest, SCCL held trade union elections in 1998 amidst vehement opposition from union leaders. Post elections, the management would discuss and deal only with the elected and registered unions. This resulted in dramatic decline in the number of strikes from almost one every day to a strike-free month in August 2000. The workers didn't resent disciplinary action as they knew that the future of their families depended on the productivity of the collieries.

Rewarding and Motivating the Employees

Sarma recognized the importance of motivating and rewarding these partners of change. In 1997, SCCL officially launched an Employee recognition program to award the best mining and non-mining worker in each area. The achievements of the workers were highlighted through different channels of communication. He implemented the program to teach Telugu (reading and writing) to workers as literacy was low among the workers. On Independence day, the literate workers were asked to read the newspaper on the podium with the loud applause from their peers and superiors as the reward.

Rationalizing the Workforce

After gaining the trust of the employees, it was the time to trim the workforce. SCCL introduced the Voluntary Retirement Scheme (VRS) for the ageing workers. In lieu of compensatory employment, it offered the alternative of pension of 3500 Rupees per month to the spouse/dependent of the deceased worker. Both the initiatives, brought down the manpower resulting in higher productivity as often the dependent workers and aged workers exhibited low productivity.

The plaque outside Sarma's office bore the words of Ralph Emerson:

'Trust men and they will be true to you

Treat them greatly and they will show themselves great.'

These words that were his guiding principle since the day he stepped into that office had finally pulled SCCL from the gallows of death when it posted profits for the first time under the leadership of Sarma. In a short span of four year, the net profit rose to over eight hundred million along with the motivation and dedication of the employees.

Learning

4. In planning any change, the organization should be treated as a whole system with multiple actors and stakeholders.
5. The communication strategy (words and actions) should be aligned to the audience. For example, modern communication tools (social media, blogs, emails etc.) are ineffective methods of connecting with illiterate workers or ones with low literacy levels.
6. The change plan should be deconstructed into multiple steps to ensure the success of the program.

Questions

4. What were the different steps of change employed by Sarma at SCCL?*Hint: Refer Kotter's Eight steps of Change.*
5. How did management proactively engage all the actors in the change plan?
6. At SCCL, how did the management display communication trust (sharing information), contractual trust (trust of character), and competence trust (faith in each other's ability)?

Course positioning

The caselet is suitable for a course in Organization Development. As the caselet describes how a bankrupt organization shed its accumulated lethargy and transformed to survive, it is ideal for introducing topics on nature of planned change and organization as a system.

A Step in to the Toilet²⁰

Neha Gupta, Learning and Development Consultant, Hyderabad

Challenge

The government and leaders were successful in creating a flourishing economy but fell short at places in uplifting the rural population in terms of sanitation and hygiene. Till 2014, half of our countrymen suffered from open defecation wherein millions had to sacrifice their dignity every morning to attend to the call of the nature. The problem was acute in villages where fields served the purpose and toilet was often traded in for scooter, bikes, or television. The sanitation and hygiene cost penalized not only the dignity of the women but the health of infants who fell prey to diarrhea and other diseases impacting their physical and cognitive growth and development. The poor health of children who are our future workforce could deter the growth rate of the country. If the infrastructure and the status of the country had to be firmed up among leading economies, there was an unprecedented need to change the behavior of 60 crore people and rid the nation of open defecation.

Response

The grit and gumption of one man broke the silence in households, government schemes and political speeches on topics like toilet, excreta, pot, latrine, open defecation that were considered bad words and unpalatable for conversations. Since our independence, million were set aside by the government but none ever tackled the problem that plagued half of our population every day irrespective of their caste, creed, age, or religion. In 2014, Mr. Narendra Modi, the esteemed Prime Minister of India announced the Swachh Bharat program with a seemingly impossible aim of weeding out this problem throughout the length and breadth of the country.

The massive resource-intensive transformation of the nation required strong leadership along with incessant communication to bring everyone onboard. In consultation with the Finance Minister Arun Jaitley, the ambitious mission was granted a handsome budget of over \$20 billion to facilitate access to sanitation to each and every Indian.

An extensive communication campaign was launched right from the top of the government to the government officers at the lowest levels who were entrusted with the task of creating awareness about hygiene and sanitation. The prime minister spoke on the issue at length at all his public speeches, in his radio program 'Mann in Baat' that was relayed and replayed and also shared his views on various programmes in TV to ensure that his message is delivered to everyone. The role of the government officials including the district collectors was to inform people about the schemes that have been rolled out to help them construct toilets in their homes and villages. The village panchayat played an active role in sharing the information with fellow villagers. The walls and pillars on highways were painted with graphic messages that conveyed, 'Animals shit in open. Humans go to toilet.' The images also displayed how the open defecation results in excreta flowing into our water bodies and thereby directly infecting our drinking water. At times, the messages felt crude but the sophisticated crafting wouldn't have driven home the point.

The private matter in those days had become the most publicly debated issue. The successful construction of toilets in one village would inspire the neighboring village. This government initiative led by Modi snowballed into a national success story. Through newspapers and advertisements on television, toilets caught the fancy of entire nation. Even Bollywood was not insular to the impact of the initiative. A noted filmmaker Shree Narayan Singh beautifully narrated the story of entrenched mindsets in a village setting with Akshay Kumar, Bhumi Padnekar, Anupam Kher,

20 Extract from 'How Swachh Bharat changed India and became a global inspiration, Sep 19, 2018, Economic Times'

Sudhir Pandey and Devyendu Sharma in the star cast. The portrayal of the travails of a young bride who complained about lack of proper toilet to the protagonist, her husband in Toilet: EkPrem Katha not only delivered the message to the masses but scored at the box-office by earning over 300 crores in revenue. Similarly, the vision of PM Modi scored among the rural masses with the remarkable improvement in rural India's sanitation coverage.

The rural India's sanitation cover registered a stupendous growth from 39% in 2014 to around 93% in 2018. Sanitation and toilets are no longer a taboo to be brushed under the carpet instead of talking openly about it. Altering the mindset was the biggest challenge in this journey but once achieved, it was also the biggest enabler in bringing others into the fold of this initiative. Toilets have been named as 'Izzatghar' (respect house) in few parts of the country as they restored the dignity of the people. As part of the campaign, till date 8.5 crore rural households including schedule castes, schedule tribes, women-headed households, and small and landless farmers have been offered a financial incentive of Rupees 12,000 each to build their own toilet. Due to the availability of toilets, over 50 crore people have shunned the practice of open defecation in the past four years.

The transformation of the vast rural landscape has yielded economic and social benefits which validate the beliefs and the rationale for investing so heavily in rural sanitation. The merits can be gauged with the World Health Organization's assessment predicting saving of over three lakh lives if India becomes ODF (open defecation free) by 2019. As per UNICEF's estimation in 2017, the ROI (return on investment) for sanitation is 400%. PM Modi won not only the hearts of the rural population but admiration of several global leaders. It can undoubtedly be touted as one of the largest and most successful experiments in public policy yielding health and economic returns by boosting productivity and safety of women and children. India is all set to share the recipe for success with 50 sanitation ministers from all over the globe at 2018 Mahatma Gandhi Sanitation Convention (MGISC).

Learning

1. Building awareness through communication is important for enlisting the support of the people affected by change.
2. The mandate from the top should be effectively delivered to the people at the grass root level.
3. Large-scale transformation requires firm leadership and the necessary resources along with extensive communication.

Questions

1. How did PM Modi embark on the large scale change of improving the Indian rural sanitation?
2. What were the various methods of delivering the message to the population?

Course Positioning

The caselet is suitable for a course in Organization Development (OD) and Leadership. As the caselet deals with the social issue compounded with the entrenched regressive mindset, it will be helpful in introducing topics like Implementation conditions for failure and success in O.D efforts, and Nature of planned change.

A Smart Dream for Punsari Model

Dr Sumathi G N, Associate Professor, VIT Business School, VIT University, Vellore

Challenge

Punsari is a village in Gujarat with a population of 5500, with no proper electric supply, road facility and water supply and poor education²¹. It lies 80 kms away from Ahmedabad and was facing the severity of migration until the victory of Mr. Himanshu Patel in 2006 Panchayat polls at his age of 23. After then, the young sarpanch, Patel made strategic moves to stop migration and to bring improvement in the village. As a graduate from North Gujarat University, his heart was so much burning to see the development of his village.

Response

Patel found that the existing funds in the panchayat were in deficit. Later he figured out, that aplenty money come to panchayat and the problem was in the utilisation of funds. He knew that without gaining the trust and confidence of the villagers he can't bring any improvement. So he focused on meeting the basic necessities of the village in the first three years. But he was firm to use funds from government schemes rather than taking help of NGO or CSR funds or donations. He worked with district administration and accumulated the funds that come under various heads such as the District Planning Commission, Backward Regional Grant Fund, 12th Finance Commission and Self Help Group Yojnas. He led the 11 member committee that included five women members and took care of village affairs. Within two years period, the village had uninterrupted water supply, electric supply, pucca roads and a toilet at every house of the village. It also had a proper drainage system. After meeting the basic necessities of the village, he targeted to meet the requirements that are undemanded and were not the need of the hour.

Actions Taken

About 140 installed loudspeakers were connected to gram panchayat office not only for announcing government schemes but also for announcing any news on birthday wishes and condolences. Patel connected his mobile phone to loudspeakers so that he always remained connected to his villagers even when away from the village. Knowing the importance of education in uplifting the rural economy, he placed a chunk of money for school education. The two primary schools in Punsari have computers, projectors and air-conditioned classrooms with the student strength of 600. He then worked on multiple projects such as building unit for producing electricity out of plastic waste and e-rickshaws for garbage collection. The waste collected through garbage van was transferred to the renewable energy plant and the plant provided sustainable power supply to the entire village. Mr. Patel encouraged two school boys to work on a RO plant and from 2010 the Punsari villagers get RO water for Rs.4 per litre. The entire village is wifi enabled and the villagers receive 30Mbps data by paying Rs.50 per month at the Panchayat office. Almost 300 villagers are internet users. The CCTV cameras are installed at critical points and the footages are viewed through a mobile phone app. Beyond all these development, health of the villagers was catered through the services of a primary health centre. The maternal mortality rate and infant mortality rate was found to be high in the village. All villagers including the pregnant women walk 2 kms every day to supply milk to the milk banks. So a village transport system was initiated wherein the villagers used the mini bus facility by paying Rs. 2. Moreover the 100% vaccination in the village in 2008 and the increase in the number of institutional deliveries lead to reduction of MMR and IMR. In schools, the children enjoyed free meals in the afternoon and now the entire village don't have a single malnourished child.

Now Patel had no problem with the funds, as the state government had already sanctioned Rs.52 lakhs. The committee led by him, meet at the conference hall in the headquarters office that gives a feel of a modern office.

21 Successful villages, Ministry of Human Resource Development, <http://www.ncri.in/Village%20Visits.pdf>

In eight years, he made a great transformation in Punsari that a team from the Central ministries of urban and rural development have visited to study “Punsari model”. All these had been possible only when Patel made a proper understanding of the schemes available of the state government and leveraging them aptly to bring visible changes in the village. He used an integrated approach of team building strategy in utilising the various funding schemes. The project of making Punsari, a model village that began in 2006 took only eight years to make a global reach with 16 crores. About 10-12 families have returned from different cities like Mumbai²². The project had uplifted 328 families in the below poverty line to above poverty line, which Mr. Patel recollected as the happiest memory and success of his Sarpanch role and the Punsari model was adopted by 500 Gujarat panchayats²³.

Learning

7. The team building approach with the right leader using authority will bring qualitative changes in the rural areas.
8. The leaders and government can play a crucial role in the planning and implementation of organizational development interventions for effective rural development and management.
9. The team building is a right approach for developing into smart village as the village required integrated funds from different schemes of the government.

Questions

8. What are the characteristics of a smart village?
9. Explain different organizational development interventions to develop smart villages.
10. Why do you think Mr. Patel has used the team building approach?
11. Elucidate the leadership role played by Mr. Patel and discuss the use of authority in taking the developmental activity forward.

Course Positioning

The caselet is suitable for a course in Individual and Organizational Behaviour. As the caselet elucidates how the entire village was transformed into a smart village, it will be helpful in introducing topics like organizational development interventions and team building approach especially the use of leadership and authority in rural management.

22 Ahmed (2014) Inside Punsari: a model Indian village. <https://www.bbc.com/news/world-asia-india-29914208>

23 <https://www.thebetterindia.com/112312/punsari-best-village-sarpanch-himanshu-patel/>

Challenges of Marketing of Agro Products

Dr. Nilam Panchal, Associate Prof., BK School of Professional & Mgmt. Studies,
Gujarat University

Prof. W. C. Singh, Manipur Institute of Management Studies, Manipur University

Challenge

Over 58% of rural household depends on Agriculture as their principle means of livelihood. As per the 2nd revised estimates by Central Statistics Office, the share of agriculture and allied sectors is estimated to be 17.3% of Gross Value Added. To increase the crop production, various pesticides and fertilizers are being used as per requirement of crop. Though the latest trend of bio-fertilizer is emerging, pesticide share more than half weightage compared to bio-fertilizers. Instant result on preventing crop weeds and pest makes farmers to depend more on pesticide and fertilizers compared to liquid bio fertilizers which take more time in increasing yield production and improve soil fertility. Another factor which accounts on more use of fertilizer and pesticide is promotion by traders. Private players give high profit percentage and commission on sale of pesticide which makes retailers to concentrate more on increasing sales of such product and less bio fertilizers.

Response

Agriculture plays a vital role in India's economy. Over 58 per cent of the rural households depend on agriculture as their principal means of livelihood. Agriculture, along with fisheries and forestry, is one of the largest contributors to the Gross Domestic Product (GDP). As per the 2nd advised estimates by the Central Statistics Office (CSO), the share of agriculture and allied sectors (including agriculture, livestock, forestry and fishery) is expected to be 17.3 per cent of the Gross Value Added (GVA) during 2016-17 at 2011-12 prices. The agro industry in India is divided into several sub segments such as canned, dairy, processed, frozen food to fisheries, meat, poultry, and food grains. India's GDP is expected to grow at 7.1 per cent in FY 2016-17, led by growth in private consumption, while agriculture GDP is expected to grow above-trend at 4.1 per cent to Rs 1.11 trillion (US\$ 1,640 billion). As per the 2nd Advance Estimates, India's food grain production is expected to be 271.98 MT in 2016-17. Production of pulses is estimated at 22.14 MT. India's exports of basmati rice may rise to Rs 22,000-22,500 crore (US\$ 3.42-3.49 billion), with volume to around 4.09 MT in 2017-18, backed by a rise in average realizations. Wheat production in India is expected to touch an all-time high of 96.6 MT during 2016-17. Groundnut exports from India are expected to cross 700,000 tonnes during FY 2016-17 as compared to 537,888 tonnes during FY 2015-16, owing to the expected 70 per cent increase in the crop size due to good monsoons. India's groundnut exports rose to 653,240 MT during April 2016-February 2017.

Gujarat has long been considered as one of the most progressive states of India, be it on the industrial front or the agricultural front. Imbued with a proactive, visionary outlook, its government has catalyzed development in various spheres the collective effort has, thus, propelled the state towards progress. Agribusiness by Agrovision Ltd. which promotes agricultural activities at the ground level and fosters the development of agro industries in the State is a manifest example of the forward-looking policies of the Government. Set up in 1989 the company acts as a facilitator and nodal agency for implementation of various scheme of Government. The present-day globalized agricultural environment necessitates a holistic approach to farming and all related activities. Moreover, strengthening of the forward and backward linkages between agriculture and industry has also become a prerequisite. This is where this company steps in. It plays an important role in increasing competitiveness by encouraging farmers to adopt an integrated approach to agriculture and work towards better returns from the existing set-up.

The Nucleus of all the activities of Agrovision Limited is the farmer. The company has a strong presence in rural Gujarat through its network in different district-level centers and Agricultural business centers run by private sector entrepreneurs which provide services at the doorstep to farmers. Lakhs of farmers visit these outlets regularly. The company has appointed unemployed technicians/agricultural graduates located at all villages/Talukas to give services to the farmers for their basic requirement to more than 1500 Agro Service Centers/Agro Business Centers are handling fertilizers distribution work. Now since competition from private players has increased the greatest issue is how to distribute it wisely to the retailers. Retailers are attracted towards the offers made by private players of giving high profit percentage and commission on sale of pesticides. This makes retailers to concentrate more on increasing sales of such products as it increases their profit. Being a government stake in this company, they are not able to offer more amount of commission to retailers and so how to motivate distributors is a problem.

Action Taken

The company has adopted Distribution of Pesticides in Gujarat through different channels. Company has opened Agro Service Centre/Agro Business all over Gujarat State for marketing and distribution of our products. The company has also appointed some Private Distributors throughout the state and it has also distributed its products at various depots located in Gujarat for various companies. Still the results are not achieved.

Learning

Team of experts conducted study for taking feedback from the farmers and retailers about pesticides and bio fertilizer products by visiting to various retailers. The farmers liked the product and they use it but the retailers' margin compare to private producers is less, are not motivated to sale the products of the Agrovision Ltd. The caselet will provide an opportunity to the students for exploring all the problems. These problems may include Less Margin, No concentrated efforts, No maintenance of subsidy work, billing work is slow, No product return facility, No discount offered like private producers, Margin on pesticide products is less. These things can be explored from this case.

Question

1. What should be the right strategy of Agrovision for improving marketing and reaching to farmers?
2. What restrictions can removed and how retailers can be motivated to sale the product of Agrovision? If you are manager, what would be your strategy being a public sector organisation?

Course Positioning

The case let will be suitable for the course on Marketing and Retail Management of Agro products to farmers. It will give the learners a thought on how the problems and challenges of a public sector companies compare to private sector and it will help learners to think on the right strategies for overcoming the problems and improving the sales of Public Sector Company.

Wasteland Development Project in Ajmer District of Rajasthan²⁴

Dr K N Rekha, Academic Consultant, MGNCRE

Challenge

The wasteland in the block Pissagan of Ajmer District in Rajasthan was facing problem of soil erosion due to flow of rainwater from the Aaravalli Ranges. The rainwater in its course deposited stones and pebbles on the land. As a result, the land had gradually become unfit for cultivation. The soil lost moisture and the water table level went down. This had tremendous effect on the economic lives of the people. As the land was not fit for cultivation, the villagers earned their living as daily wage workers in Ajmer or nearby towns. Majority of them lived in poverty. They had to walk up to 4 - 5 kilometres to fetch water, fodder for cattle and fuel wood. The National Wasteland Development Board approved the project development of wasteland in the block of Pissagan of Ajmer District in Rajasthan in April 1994 and was implemented by District Rural Development Agency (DRDA).

Response

The project on development of wasteland was started in the year 1995 in the month of January. The main objectives of the project were soil and moisture conservation measures, improve the water table level, providing fodder and fuel wood and improve the socio-economic conditions of the villagers. In these seven years, the project has changed the whole block of Pissagan from poverty and underdevelopment to prosperity and on the development path.

People's participation was crucial for meeting the objectives of the project. Therefore, to create a sense of belonging towards the project, it was envisioned as a project FOR THE PEOPLE, OF THE PEOPLE and in the long run a project managed BY THE PEOPLE. Users committee, comprising of the villagers, farming community and the project functionaries was formed. The Users committee was entrusted with implementation of the project, management of the project, protecting the construction activities, and distribution of fodder and fuel wood and wages to the labours.

Actions Taken

There were series of activities undertaken to convert the waste land in to fertile land. The first activity was construction of check dams along the waterways to erode soil to settle on the check dams. To further strengthen the bed of the check dams, Moonjha and Thor plants were planted that helped to retain the moisture in the soil. Second activity undertaken was the construction of set guard trenches at a distance of 10-12 meters from the slope, measuring 4 x 0.3 meters from the slope covering 125 hectares of land build against the slopes of the mountain ranges. Soil from the trenches was deposited alongside to build bunds. 2186 hectares of land was covered through set guard trenches that led to 360 liters of rainwater seeping in to the ground. The third activity was plantation of trees such as Desi Babul, Israeli Babul, Kumtha and other wild plants that helped to increase the fertility of the soil and it increased the produce by manifold. The plantation helped in conserving the soil and bringing back the fauna to the district, which had disappeared in this area. The fourth activity was rainwater harvesting structure to store the run off rainwater in consultation with the villagers. All the wells coming in the catchment area benefited from as it increased the water table of these wells. The fifth activity was construction of contour ferro's at a distance of 10-12 metres from the land covering area of 0.06 square metres. This helped in checking the flow of the rainwater, and for stabilization of the contour ferro's, Stylo Hemta, Dhamana Grass and Moonjha were planted. Plantation solved

24 Source: http://planningcommission.nic.in/reports/sereport/ser/stdy_bstpRD.pdf, Research and Development Initiatives, New Delhi

the problem of fodder for their cattles for the villagers. The sixth and final activity was aforestation and horticulture. Farmers were encouraged to start nurseries, so that wild plants are available for plantation activity. Till March 2000, 14 nurseries were set up, a total of 77903 saplings were planted in the villages. This led to the availability of water at 30 ft in peak summers to that of over 40 ft earlier.

The users' committee played the major role in the planning, design, execution, and management of the project while functionaries were a distant spectator of just providing technical inputs. The community participation has been the key to the success of the project. The micro-level planning has provided people with an opportunity of learning of managing the scheme that gained them the confidence that the villagers can now do without the government support. The community was asked to contribute (either in the form of labour or shram dhan) 15 percent of the total cost of the activity on voluntary basis. Anything over and above 15 percent was given wages. These wages are deposited as fixed deposits by users committee. The committee has deposited Rs. two lakhs and ninety thousand. The amount was used for the maintenance. Community participation was also ensured through various training programmes conducted by the users committee with the help of project functionaries. Training programmes were organised in the areas such as horticulture, mixed farming, crop exhibition, and maintenance of the fodder land. In addition, charts, posters, pamphlets were given, and till date 8 such camps and one study tour of the district was organized for the farmers to reinforce their participation. The people had a very positive perception about the project. The project came to end in March 2002. They were determined to keep the good work going. The project wasteland development project has raised hopes that wasteland can be made fertile and bring about prosperity to the area. The project can be replicated in the areas affected by similar problems.

“Earlier my land was barren, rainwater had eroded the soil. After the construction of check dams, soil has settled down, water levels in the wells have improved. Fuel wood and fodder is now available from our land itself.” -

Rattani, Village Dumara

Learning

1. Community participation is crucial for any development in the rural areas.
2. Involving the users' committee in managing, organizing and implementation of the project gave them the confidence that they can carry out activities even without government support.
3. It can be replicated in any other village that has similar kind of problem.

Questions

1. What are the ways that you can gain trust or confidence of the community?
2. What are the various ways to get the community participate in the development program?

Course Positioning

The caselet will be suitable for the course on Rural Planning and Development. It will give the learners a thought on how community participation is vital for the development of rural areas. It also throws light on the role of committees in the project management.

Fertilizers to Farmers

Dr. Syed Kazim, Associate Professor, Acharya Bangalore B-School, Bangalore

Challenge

National Fertilizer Limited established in the year 1974 is the largest manufacturer of nitrogenous fertilizer in the country, mainly targeting the farmers in rural India. The company is contributing approximately 22% of the total nitrogenous fertilizer produced in India. National Fertilizer Limited pioneered fuel oil technology in the country and is at present operating four producing unit located at Nangal and Bathinda in Punjab, Panipat in Haryana and Udaipur in Madhya Pradesh with total installed capacity of 10.35 lakh tonnes of National Fertilizer in terms of nutrients. Some units have deployed latest technology with zero pollution concept and microprocessor based control system.

The micro objectives of the company are best production, research and development, profitability, consumer service, growth, encouragement of organisational environment and obligation to society. The marketing objectives and strategies were to evolve an effective fertilizer marketing and distribution system, to educate farmers regarding balanced and judicious use of fertilizer with complete scientific package of products, to create and maintain image of organisation and its products and to carry out intensive and extensive marketing activities to ensure growth of business.

The company has to face stiff competition with Fertilizers & Chemicals Travancore Limited, Rashtriya Chemicals & Fertilizers Limited, Madras Fertilizers Limited, Steel Authority Of India Limited, Neyveli Lignite Corporation Limited, Paradeep Phosphates Limited, Pyrites, Phosphates & Chemicals Limited and Hindustan Fertilizer Corporation Limited.

A lot of development is also taking place in the fertilizer industry. If the company has to stay in business it should develop an eco-system which will help itself to cope up with the latest trends. The most significant development or advancement made by the Industry is in the field of manufacturing of catalysts of various ranges by catalyst-manufacturing Organisations like PDIL. PDIL helps in implementing the schemes for enhancement of capacity and technological up gradation in their existing catalyst plant and other utilities at Sindri to compete in the International market.

One of the biggest challenges of the company is farmers' suicide across the country. When farmers are committing suicide because of droughts or failed crops and they fail to pay back the loan which they have borrowed from banks and private money lenders. In this scenario it becomes challenges for the company to target the farmers and sell them the fertilizers.

Response

National Fertilizer Limited's total installed capacity of urea is 20.78 lakh tonnes and 3.18 lakh tonnes of material. Besides marketing of urea and other material, the company's marketing division also undertakes the marketing of various industrial products pool and bought out fertilizer and other products, for this efficient distribution system has been developed. Institutional agencies include state co-operatives, agro industrial corporations, state land development and Reclamation Corporation, cane union federations, oil fed co-operations and mixing farms.

Indian fertilizer Industry is carrying out de-bottlenecking and energy saving schemes for the existing plants to enhance the capacity and reduce the specific energy consumption per ton of product. Today India has developed expertise for fabrication and supply of major and critical equipment such as high-pressure vessels, static and rotating equipment, Distributed Control System (DCS), heat exchangers and hydrolyser for fertilizer projects.

Actions Taken

The company produced, it produces Kisan Khad, Kisan Urea, Ammonia Liquid, Nitrogen, Carbon Slurry-Nitrogen gas, Heavy Water, Carbon Dioxide Gas, Sulphur, Methanol, Ammonium Nitrate, Nitric Acid, Technical Grade Urea, Technical Grade Urea and Industrial Calcium Ammonium Nitrate.

The marketing department is divided into two zones, one located at Chandigarh (Northern Zone) and other at Gwalior (Southern Zone). Each zone is under the charge of a manager and it is further divided into regions which comprises of a state or a part of the state. The corporate office is located at New Delhi. Northern Zone and Southern Zone come under the corporate office. The Headquarter of Northern Zone is located at Chandigarh. The various states which come under Northern Zone are Punjab, Haryana, Himachal Pradesh, Jammu and Kashmir, Chandigarh and Delhi. The Headquarter of Southern Zone is at Gwalior. The various states which come under the Southern Zone are Madhya Pradesh, Uttar Pradesh, Rajasthan, Karnataka, Andhra Pradesh, Tamil Nadu and Gujarat. Under each region there are area offices which further contract District officers, named by District Field Officer.

There are private traders who sell fertilizer directly or through retailers to farmers. On the private trade dealers are selected and appointed in the different mandis or block or tehsils. Agro service centres are established to ensure timely supply of the agro inputs along with technical advisory services to the farmers under one roof. The company established 18 agro service centres in its marketing territory, with the objective to ensure timely supply of fertilizers, improved seed and agro chemicals, to provide soil and water testing service, to provide custom hire services to weaker sections of farming community by providing agriculture implements like sprayers, dusters and to educate farmers by arranging trading programmes, crop seminars and field days.

There are consultancies which organize themselves to undertake execution of fertilizer projects starting from concept or designing to commissioning of fertilizer plants in India and abroad. Many concepts have been developed to carry out research and development or basic research work by mutual understanding between industry and academic institutions, and even there is support from the Department of Fertilizers to sponsor research and development projects through the Indian Institutes of Technology, Delhi and Kharagpur under the Science and even other major institutions in the country

The fertilizer plant operators are now in the position to absorb and assimilate the latest technological developments, incorporating environmental friendly process technologies, and are in a position to operate and maintain the plants at their optimum levels without any foreign assistance and on international standards in terms of capacity utilization, specific energy consumption & pollution standards.

Learning

1. National Fertilizer Limited is the largest manufacturer of fertilizers who plays a major role in the distribution of fertilizers (which is an essential nutrient for plants) to the farmers in the country.
2. Large consumption of fertilizers can have negative impact on the environment such as soil, surface water and groundwater. Therefore, NFL is putting efforts to produce products that are environment- friendly by implementing the latest technological trends and specific consumption of energy
3. National Fertilizer Limited has done well in the field of marketing and distribution by setting up various Agro service centres across the country to ensure the timely distribution of not only fertilizers but improved seeds as well. It also provides services such as soil and water testing, training farmers through organisation of programmes and seminars.

Questions

1. What suggestions would you give to National Fertilizer Limited to provide extra services to the farmers?
2. How effectively does National Fertilizer Limited utilize its distribution network to reach the farmers?
3. Discuss the marketing objectives of National Fertilizer Limited.
4. Do you think the existing private participation is effective in sales of fertilizers to farmers?

Course Positioning

The caselet is suitable for a course in Rural Entrepreneurship. As the caselet elucidates how business should be done in the rural market with clear defined objective. It also highlights various issues and challenges faced by companies producing fertilizers for farmers. The caselet will be helpful in introducing topics like understanding farmer's needs, business expansion, production, research and development, profitability, consumer service, growth, encouragement of organisational environment and obligation to society.

The Right Mix

Dr. Syed Kazim, Associate Professor, Acharya Bangalore B-School, Bangalore

Challenge

Cholayil Private Limited is a Chennai based company which manufactured and markets Medimix soap. It is an Indian brand of ayurvedic and herbal soap. The brand was founded by Dr. V.P. Sidhan. His medical experience showed that chronic ailments, especially skin conditions, defied allopathic remedies and post retirement, he focuses on finding cures through Ayurveda. The birth of Medimix dates back to the time when the Cholayil family used VIPRATHI oil as a cure for skin ailments. The year 1969 proved pivotal to the family legacy as Dr. Sidhan combined a timeless tradition with his sharp business acumen to develop a green bar of soap that could both nourish and protect our skin.

His work with Viprathy Oil (extract of wild ginger) and its efficacy in treating skin diseases yielding promising results. He launched Medimix brand as total ayurvedic skin care soap with just Rs. 500 as seed capital and lots of goodwill from the medical fraternity and chemists' network. The soap and its efficacy spread through actual user endorsements. It was initially sold at 85 paise and now they sell it at Rs. 9.50. There are five plants, one in Pondicherry, two in Chennai, one in Tada in Andhra Pradesh; one is Bangalore and one in Villapuram, to cater exclusively to bulk orders. While Medimix has done well, the company's brand extension, Vrinda Tulsi soap failed and is being relaunched with a changed perfume and translucent appearance. Meanwhile the company is also focusing on the Indian community in the Middle East, where they believe Medimix can command loyal customers. The product is exported to Brazil and Italy, as well. Even in the Indian rural market, there is a 50% untapped potential. The company future plans for sandal soap, Viha and an herbal Ziva shave cream. It looks like people are turning to Ayurveda in a big way, especially in rural India.

Medimix has proved that it is not always glitz and glamour that sells products, a back to your roots plank that espouses natural products appeals the rural India. With the new entrants into the Indian rural market the competition is becoming tougher day by day. Due to this Medimix is facing serious challenge to enter into new markets and innovative strategies to stabilize its business and grow at a steady pace.

Response

Medimix is the evolution of a home-grown product from idea to research to manufacture, packaging, distributing and marketing, all done by a family proprietary concern. Most importantly, the company has managed to develop a brand on its own terms.

Over time, Medimix has grown synonymous with 'skin care, the natural way' and for generations' women, indeed entire families, have placed their trust on the Medimix range of products. Currently available in 4 variants of soap, 3 variants of body wash, 5 variants in the facial cleansing range and a few other products, Medimix is expanding its range and bringing natural skin care to more and more people in various rural parts of India.

The company had to turn all existing and considered marketing wisdom on its head. Which Fast Moving Consumer Goods (FMCG) products usually take off in the urban centres, and then spread through the hub format, Medimix was pitched first in rural India. They first targeted the village retail shop keepers, best friends and local influencer of decision so far as buying habits go and later the merits of the ayurvedic soap was accepted. When the shop keeper was convinced, his customers were also convinced. The only alternative was Chandrika soap, which had adopted a direct marketing approach. They also used to participate in numerous village melas and talk to people. They went all over India and today of the three lakh tonnes of soap sold, ayurvedic soap comprises of 7% of which 3% is held by Medimix.

In 2011, Medimix was judged the 87th most trusted brand in India and the 15th most trusted brand in the personal care category according to the Brand Equity Survey conducted by the Economic Times. It can be traced to the kitchen of V.P. Sidhan, a physician, who worked in the Indian Railways and belonged to a family of Ayurveda practitioners in Trichur, Kerala. He used oils that his ancestors had used to treat skin diseases, to produce soap, and launched Medimix in 1969. This is the birth of Cholayil Private Limited, which manufactures Medimix Classic 18 herbs soap, Medimix Glycerin soap, Medimix Sandal soap, Medimix Face wash. Cholayil owns Cuticura and Krishna Thulasi brands.

Actions Taken

Medimix soap that is 100% handmade is exempted from tax and rural consumers seem to be attracted to the medical qualities of the soap far more than they are to the same qualities in a cosmetic. When the people from rural area visit a city, they ask for Medimix soap by name, no offers, no schemes and no inducements. As Chandrika soap was followed the monopoly of direct distribution. Medimix decided to woo the stockists and distributors and claim there are 25 year old loyalties. From 1969 to 1990 the growth was slow, but when the company roped in talented people the company took off in just four years.

With the success of the soap, the company decided to penetrate into the urban market with special focus to hotels. The company decided that it would aggressively market to over 3,000 small hotels all over India, even in small towns. During the expansion activity, they learnt that even foreign tourists to places such as Pondicherry were impressed by the medicated quality of Medimix. They decided that they would not compromise on the packaging or appearance or the perfume or colour of the soap to gain entry into five star hotels. Hotels would never buy at Maximum Retail Price (MRP), so they supplied at cost price, they also managed the inventory for them.

Learning

1. Medimix, trusted ayurvedic soap was manufactured and marketed by Cholayil Private Limited, a Chennai based company. The brand was founded by Dr. V.P. Sidhan.
2. Medimix is an evolution from Viprathy oil, which was a successful ointment used to treat skin diseases.
3. It was first experimented in rural areas and later on, spread to urban areas because of the medicated quality of the soap. And, today, it has found a place even among tourists who visit India.

Questions

1. In the presence of stiff competition by MNCs in the FMCG category, can ayurvedic product have a decent market in the rural areas? Discuss.
2. Explain the marketing and distribution strategies adopted to promote it product.
3. Analyse the buying behaviour of people in the rural area.
4. In the current scenario, will it be a right decision for rural entrepreneurs to enter into the toilet soap segment? Elaborate.

Course Positioning

The caselet is suitable for a course in Rural Entrepreneurship. As the caselet elucidates how effectively products are created and marketed for the rural consumers by understanding their needs and wants. The caselet will be helpful in introducing topics like product launch, strategic brand management and rural marketing.

Reference

- Most Trusted Brands, 2011
- <https://www.cholayil.com/medimix-origin/>

Effect of Drought On Grapes Farming & Water Management in Rural Area in Nashik

Dr. Bhalchandra Balkrishna Bite, AISSMS IOM, Pune

Challenge

In the 2013s, the impact of drought was high in Nashik region especially in the rural areas like Chandori, Makhmalabad Naka. The main cultivation in that region is Grapes. The biggest challenge in drought was to prevent grapes from the deterioration because of scarcity of water in the rural area. It also impacts the quality of grapes which resulted in decrease of revenue of the winery industries in Nashik. There was another challenge faced by farmers related to Gibberellic acid which is being widely used for growth of grapes. Scarcity of water affected the manufacturing of Gibberellic acid which ultimately had an impact on the quality of grapes.

Response

To avoid such a kind of situation and improve the quality of grapes, all farmers have decided to come together and find out solution on this problem. All the farmers in Nashik region had meeting regarding this issue. They have decided to involve Water Ministry and NIMA (Nashik Industries & Manufacturer Association). All farmers have sent a letter to Water Ministry & NIMA requesting the officials to provide an opportunity to explain their problems in Nashik region. Also, they raised a request to the authority to form one Association (Group/Team) where experts will be available to solve such kind of problems as and when it arises in the future. Water Ministry & NIMA agreed to meet all the farmers, and an association was formed under the Chairmanship of Dr.K.C.Naik.

Actions Taken

The Association formed and grew under the effective leadership of Dr.K.C.Naik with all experts in the respective field. Experts provided solutions to overcome problems and, they also discussed and provided training on innovative techniques of water management to all farmers. They taught all farmers on how to store water, how can it be utilised under critical situation, etc... Also, the following land effective water conservation techniques were also taught to them.

- Katta
- Sand bores
- Madaks/Johads/ Pemghara
- Bawdi/Jhalara
- Bamboo Drip Irrigation
- Rooftop Rain Water Harvesting
- Tech Specs Table
- Ferro-cement Tank
- Joy Pumps
- A Cycle Run Water Pumps
- Rain Water Syringe
- Water Wheel

All above techniques are cost effective techniques and it can also be implemented in smaller space/area especially in the rural area for increasing water use efficiency. Majority of the farmers in Nashik region implemented the water conservation and innovative techniques in their respective grapes' farm in the rural area and has overcome the problem like drought which impacts the quality of grapes. This resulted in increase of the revenue of winery industries in Nashik region. When the water problem is solved, Gibberellic acid was also easily available that created

a positive impact on the growth and quality of grapes farming.

Learning

1. Participatory approach is an effective approach to solve many of the problems in rural areas.
2. The leaders and government can play a crucial role in the planning and implementation of water conservation & water management techniques.
3. The formation of Association was an effective way of generating and implementing innovative ideas of water conservation & water management.

Questions

1. Explain the role of different government leaders and experts in transforming the group of farmers into successful farmers.
2. What are the benefits of water conservation techniques?
3. What was the methodology adopted by farmers to overcome the problems?

Course Positioning

The caselet is suitable for a course in Rural Management. As the caselet indicates how the water can be conserved successfully to overcome the problem like drought, it will be helpful in introducing water management especially rural area, participatory approach, and role of experts and government in water management.

Free Sampling

Dr. Syed Kazim, Associate Professor, Acharya Bangalore B-School, Bangalore

Challenge

Vivek Dani, the Founder of India White Limited, one of the country's largest fast moving consumer goods companies, couldn't still put his finger on why their four-year-old back-to-basics strategy of getting more consumers to try his company's products and following that up with a channel onslaught to increase their availability hadn't paid off.

Vivek mulled over the statistics, once his most important weapon in persuading the board to give its go ahead to operation hinterland, the name his core team had conjured up for a massive sampling exercise across rural India. The rationale was straightforward, 70% of India's population lived in villages, around 6 lakh of them; and 85% of this rural population lived in villages with a population of less than 2,000. Even with 50% of its sales coming from rural areas, these was still a huge base of potential consumers out there had never used any of India White's products.

Consumers in these smaller-than-small villages were using either natural substitutes (neem twigs instead of toothpaste and toothbrushes) or at best cheap local made products. Getting those non-users to try, on then become regular users of the company's products had seemed like a great idea. Vivek remembered how hard Ashok Khanna, the company's then marketing director, now a prestigious assignment with India White's parent in Europe, had argued to get the project through.

If they can address issues of awareness and availability and back it up with overcoming prevalent attitudes, primary through introducing the consumer to our products, via free sampling, we can capture virtually the entire shift in consumption from natural alternatives. Every word had seemed plausible. Vivek had just taken over as chairman and managing director from his illustrious predecessor, inheriting an enviable 20% plus top-line growth, quarter-on-quarter. And like any new CEO, he wanted the company's future path to bear his own, unique, successful signature.

Later, things started going wrong. The year had started normally, but in the middle of the year, it has been evident that the urban markets were in recessionary mode. Vivek had quietly congratulated himself for having invested in rural markets for these had held out the promise of growth. By end-year, though, it had become clear that the promise wouldn't be delivered on. India White's growth rate had more than halved to 10% and a cursory analysis of the numbers had shown that Project Hinterland hadn't done what it was expected to urban demand had remained low, and rural demand, which Khanna had been so sure would kick-in and growth India White's turnover, hadn't.

The next year, had been worse. The rural market, which had least held their own in the past, went on a downward spiral. Growth had dropped to single-digit levels, and while Raman had managed to squeeze out consistent improvements in profits through aggressive cost cutting and process improvement techniques, Vivek had realised that they would need more than that. Most importantly, the markets targeted by Operation Hinterland had simply refused to react to India White's overtures.

In contrast, the challenge of the company is to manage to increase its market share across categories in shrinking urban markets, a fact that had promoted Khanna's replacement, Ashish Kumar to come to Vivek recently with a Project Hinterland like sampling campaign targeting the urban market. He decided to speak, to Khanna who was in Belgium and grill him on the finer aspects of Operation Hinterland. He would also listen to what Ashish Kumar had to say on a new sampling exercise in urban markets.

Response

The company's performance had improved 100% on all counts. The top-line had looked healthier, growing at over 25%. Raman had warned Dain that dividends would have to be pruned as a result of the huge investments in Operation Hinterland that hadn't really started paying off. Khanna had become a star. At a bash thrown to celebrate the success of the project, Vivek announced a much-sought after European assignment, for him.

Actions Taken

Khanna's recipe looked perfect, and it helped that agriculture growth and income was on the upside, for the eight year on a row. What followed had been a dream come true. India White had literally painted the hinterland red. Every manager, down to the lowliest management trained, had gone out with the sales force, and the company had managed to round up a huge army of gram sevaks, distributing free samples of soaps, toothpowder, toothpaste, detergents, and tea. Not content with just distributing the product, his battalion of frontline pros had also sold the benefits of the product they were trying to sell to rural consumers.

Vivek remembered how on several occasions he had himself rolled-up his sleeves and scoured dusty rural roads in as many as six states, accompanied by India White's head of finance Venkatesh Raman. He also remembered how Raman had irritated him with repeated questions' concerning the return on the tens of cores of company was investing in the promotion. A year into Operation Hinterland, the results or penetration, product usage, and top-of-mind awareness in the targeted villages, had given Vivek enough reasons to cheer.

Learning

1. Vivek Dani's operation hinterland failed to have a positive impact on the rural population of India even after India Whites gave away free samples of their products to villagers to ensure that they started using their products instead of natural substitutes.
2. Operation hinterland yielded nothing much from rural areas and the urban demand remained low. But the company was able to squeeze out profits consistently only through aggressive cost cutting and process improvement techniques, but dividends to be paid to the investors made things worse for the company as time passed away.
3. The company later was able to increase their market share across categories from urban markets rather than rural areas, which operation hinterland had initially targeted.

Questions

1. Explain the role of discounting and free-been in rural business.
2. Explain India White's growth rate and its profits in Indian rural market.
3. Differentiate on new sampling exercise in rural and urban market.

Course Positioning

The caselet is suitable for a course in Rural Entrepreneurship. As the caselet elucidates how creative techniques can be employed in rural areas. It also elucidates the success and failure of the business. The caselet will be helpful in introducing topics like rural level strategies, promotion techniques and rural and urban differences.

Success against All Odds

Dr. Bhalchandra Balkrishna Bite, AISSMS IOM, Pune

Rural entrepreneurship can be defined as entrepreneurship emerging at the village level which can take place in a variety of endeavors such as business, industry, agriculture and acts as a potential factor for economic development.

Challenge

Irregular rainfall, scarcity of resources, lack of infrastructural development, eventually leading to farmers'suicide, etc. are some of the critical issues that the country face today. The rural population is so distressed that they are unable to find any motivation in the available resources.

Belonging to a family having meagre land holding of an acre, Pratibha Jangade is a resident of village Kondgaon in Pune district. The village has a population of 300. In spite of the proximity to the city of Pune, it still remains underdeveloped and many households fall in the category of below poverty line.

Kondgaonis located in Velhe Tehsil of Pune district in Maharashtra, India. It is situated 15km away from sub-district headquarter Velhe and 35km away from district headquarter Pune. The village is accessible only from one side as it is locked by hills on the remaining sides. The principal crop of this region is rice. Water in this region is available in abundance. Villagers are engaged in agriculture during the four months (June to September) of monsoon. Once the monsoon season is over, farming activities will be stopped; thus the source of income will also become NIL. For sustenance of livelihoods for the remaining months of the year, the male population of the village migrates temporarily to the nearby Pune city in search of employment. Over the years, the situation is that all the younger population have permanently migrated to Pune and other cities for employment purpose.

Pratibha's husband, Shankar too works in a private organization in Pune city to earn his livelihood. But Pratibha decided to stay in the village, to continue farming and supporting her in-laws, who were not very happy about Shankar's decision to migrate to Pune. The job being temporary in nature and with the difficult task of looking for a new job every year, Shankar decided to return back and concentrate on farming and some other means to earn livelihood.

Response

Mr. SahebraoPatil, a resident of the village who has been successfully running a dairy in Pune decided to meet the people of the village, and encourage them to take up animal husbandry through which they can breed cattle for milk. He assured the villagers that he would buy the milk for his dairy from them. This would provide a means to stabilise income of the villagers during the absence of farming activity.

Actions Taken

Pratibha's eyes lit up after listening to this. She had already heard about the White Revolution and the Amul story. As a member of the local Self-Help Group, Pratibha had a discussion with the fellow female members of the group and decided to have a discussion with Mr. Patil and gain more insights from him regarding the same. "We have many questions which are unanswered and we needed satisfactory answers for the same", Pratibha said with a smile. As the SHG members and villagers started their interaction with Mr.Patil, all the doubts and inhibitions started melting and the women got empowered.

Pratibha recalls that in the previous SHG meeting, an NGO - 'Helping Hands' had interacted with the members, and had discussed about the various schemes started by the government to promote Farm-allied activities, and they had assured the villagers to volunteer to help them in situations wherever and whenever required. Pratibha had befriended Ms. Surabhi, one of the founder members of the NGO and she had communicated with her regarding the suggestions put forward by Mr. Patil. After the discussion with Ms. Surabhi, Pratibha was appointed as KrishiSakhi for their village. Pratibha's responsibilities included providing agricultural inputs to the farmers. Pratibha's family

supported her in the decision.

Pratibha and the other members of the SHG were trained in technical methods to reduce costs and risks associated with the techniques. The participants were encouraged to try the new methods and share the knowledge with fellow villagers. Subsequent trainings on rural entrepreneurship helped her to develop her caliber as a leader and guiding others. After the training, since Pratibha already had cows in her livestock, now she decided to purchase a new breed of cow. "Never have I heard anything so crazy", her husband mocked. She was able to convince her husband for purchasing a new breed of cow. She also secured loan from the local co-operative bank for purchasing new livestock. She was able to get a yield of 20 liters of milk daily with the implementation of her learning in practice. She has succeeded in her venture and many families approached Pratibha for consultation to follow suit.

Not only was Pratibha able to convince the women of her group, but also she was able to persuade the men to attend the meetings and actively take part in the process. Persuading others was an uphill task since many of them were adamant to listen to her advice in the initial stages. But after observing that her techniques were giving her an increasing yield, many followed suit.

Despite her success as a Krishi Sakhi, she decided to quit the project, since it was not feasible for her to attend the meetings and training sessions. Mr. Patil too kept his promise and continued to buy milk from the villagers on a regular basis and thus playing an important role in helping the fellow villagers in self-employment.

Besides Rice cultivation and milk production, Pratibha also had a small poultry in her backyard, which assured her a steady monthly income of Rs.15000. The poultry provided her family with a regular supply of eggs. The chickens were sold in response to immediate financial needs. All the landless women followed her footsteps and have kept chickens in their backyard.

Today, Pratibha has reached a stage of self-sufficiency. "I love my work. My biggest achievement was that I first tried everything, gained experience and then advised others," she told while talking about her success. Pratibha now offers consultancy services free of cost, to people from four villages viz, Khamgaon, Ambed, Ranjane, Osade, and is continuing to make a difference.

Learning

The objective behind taking up this caselet is to make the students aware about how scarcity of resources, remote locations and even lack of developmental and infrastructural facilities do not act as hindrances to any person who wants to perform against all odds, not only for self-development but also for others.

Questions

1. Explain the role of leader in setting up an example.
2. Explain the relevance of Self-Help Groups for the development of Rural Entrepreneurship.
3. Discuss the importance of Farm allied products in the lives of rural population.
4. Is over reliance on the government a hindrance to self-development? Discuss.

Course Positioning

The caselet is suitable for a course in Start-up New Venture Management, Rural Entrepreneurship. As the caselet discusses how the women of a particular village successfully organized themselves through Self-Help Group. It will be helpful in introducing topics like strategies of rural entrepreneurship, participatory approach, in rural management.



सत्यमेव जयते

Mahatma Gandhi National Council of Rural Education (MGNCRE)

Department of Higher Education
Ministry of Human Resource Development, Government of India



040 - 2321 2120



admin@mgncre.in
www.mgncre.in



#5-10-174, Shakkar Bhavan, Fateh Maidan Lane,
Band Colony, Basheer Bagh,
Hyderabad-500004