



SINHA INDIA Pvt Ltd – A Case Study

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Abstract- A new Unit Head was appointed to resuscitate the plant-fibre production unit of Sinha India Pvt Ltd. at Indore, when it was swamped in severe crisis of 2013 on both workforce and profit fronts. Practically the complete top management was restructured, with the entire organization being cynical and defenceless about future. The reparations were severe and nothing could be revolutionized meteoric. The few old department heads left in the plant did not welcome the new Unit Head and they tainted their buff and clout through their deleterious attitude. The case highpoints how the Unit Head began accepting the crescendos with an effort on accomplishing professional goals by not shelving bottom-line strictures, but by modifying the employees part. It mandated watchful supervision of skirmishes and politics through premeditated change implementation process. With clarity in his thoughts and bold decisions, he evidenced that Attitude is the key ingredient which can make a huge difference. Convincingly brought about organizational turnaround besides creating congenial work space with instilled positivity within a span of five years. The case emphasizes a fusion of leadership styles applied by the Unit Head to knob team building and team dynamics to build upon thrilled, encouraging and constructive organization culture.

Keywords: Leadership, Turnaround, Team building, Attitude, Motivation

I. INTRODUCTION:

A new Unit Head was appointed to resuscitate the plant-fiber production unit of SINHA IndiaPvt Ltd. at Indore, when it was swamped in severe crisis of 2013 on both workforce and profit fronts. Practically the complete top management was restructured, with the entire organization being cynical and defenseless about future. The reparations were severe and nothing could be revolutionized meteoric. The few old department heads left in the plant did not welcome the new Unit Head and they tainted their buff and clout through their deleterious attitude. The case highpoints how the Unit Head began accepting the crescendos with an effort on accomplishing professional goals by not shelving bottom-line strictures, but by modifying the employees part. It mandated watchful supervision of skirmishes and politics through premeditated change implementation process. With clarity in his thoughts and bold decisions, he evidenced that *Attitude is the key ingredient which can make a huge difference*. Convincingly brought about organizational turnaround besides creating congenial work space with instilled positivity within a span of five years. The case emphasizes a fusion of leadership styles applied by the Unit Head to knob team building and team dynamics to build upon thrilled, encouraging and constructive organization culture.

Background Note

Last five years before 2010 was a golden time for SINHA IndiaPvt Ltd., where its profitability registered new and promising heights when there was increasing down turn of growing cotton on fields by not only Indian farmers but across the world and hence there was a huge and constant demand for manmade fibre to meet global need of textile industry. Ever since its inception in 1972, the Indore unit of SINHA was known for its performance and self-reliance in the group. The leaders who lead the unit from the beginning were foresighted and managed the capacity of the plant according to the normal market demand. But the scenario was not same after 2010 and viscose production capacity across the world went up owing to the decline in production of natural cotton and many Viscose Staple Fibre (VSF) manufacturing plants sprouted up in China started selling viscose and staple fibre at cheaper costs, which in turn posed serious consequences of surviving operating costs in SINHAS' viscose manufacturing units across the country and the situation was not different at Indore unit of SINHA.

Realizing the continuously growing global demand for VSF and high quality cellulosic fibre owing to the growing preference of textile industry for comfort fabric, the CEO of the SINHAIndiaPvt Ltd group, Mr. RiteshJhaat the end of 2011-Q4 board meeting, directed all the operating units to be agile in adapting to

the changing needs of the market and to operate the plants with high productivity and minimal losses apart from giving scope for continuous process improvement and product development without compromising on quality. This made the people at key positions of SINHA, Indore to put pressure on employees to get the desired results as expected. At this juncture, company with its prevailing and coolly nurtured history, people and local environment, started facing difficulties and resulted in a sharp decline of 15% in PAT in 2011 from 21% growth registered in 2010. This was exactly at the time when CEO of SINHA group at Delhi corporate office has already chalked out an expansion plan worth of Rs. 450 Crores for SINHA Indore plant to ensure highest market capitalization of the group in the country in line with being a global leader in manufacturing Viscose staple fibre.

It was in this scenario in 2011-12, the chairman of the group decided to make change in the leadership of SINHA Indore unit to strongly ingrain the intension of the group to head towards sustainable growth through customer centric production besides being flexible to the ever changing needs of the market. This in deed was a challenge at SINHA Indore unit as the existing employees across the hierarchy were well settled since many years without much of aberrations and pressures from changing markets and some of them (in key positions) were reluctant to change at short notice though there were good manufacturing practices and quality management systems in place and therefore beyond certain extent the unit was unable to produce expected results. Hence it was decided at the board room of SINHA's corporate office at Delhi to nominate Mr. Parimal Nadia (Parimal hereafter) as Unit head of SINHA's Indore plant with effect from 1st May, 2012, who recently emerged successful in leading and transforming Shein Shu- SINHA JV in China a loss making unit to a prospering entity which was suffering serious operational obstacles.

Introduction of newly appointed unit head of SINHA India Pvt Ltd – INDORE

After completing his BE (Honors) from Imperial College in 1987 at the age of 22, Parimal connected himself to a Swedish Joint Venture of the company as Production Engineer and served for 11 years in a choice of well-designed areas including manufacturing, lean management, customer care, business development and supply chain management. He had been in service of SINHA group since 1998 discharging varied roles and responsibilities elegantly.

Owing to his first-rate performance throughout the career, he was assigned a responsibility to lead a standing apart business unit of the group, Shein Shu- SINHA JV in China. Over a period of five years, Shein Shu was positioned with a set of new-fangled accomplishments on financial gain and was constantly rated as 'The favorite company' by its prevalent consumers. The year 2011-12 was exceptional for Shein Shu in terms of pecuniary performance and Parimal was unreservedly all set for his yearly performance review with the Group CEO.

Ritesh Jha was an admirable raconteur and had a bolt from the blue for Parimal during his rating. He speedily ended the review of Key Result Areas (KRAs) and started confab about another group company of SINHA India Pvt Ltd, a VSF and pulp production unit at Indore.

SINHA India Pvt Ltd., has been the flagship company of RAM Industries., which had recently celebrated 60 years of its survival. SINHA India Pvt Ltd., manufacture of viscose staple fibres and Sodium Sulphate in India. It has four plants in India, with one of its plants located in Indore (Madhya Pradesh, Central India).

Ritesh Jha momentarily informed about this plant, and convinced Parimal to bond as the chief of SINHA's VSF and rayon grade pulp manufacturing unit at Indore with the responsibilities to lead and transform its capabilities to easily accommodate global challenges besides making it a congenial place to work.

Introduction of SINHA team to the Unit Head

As per the directives of CEO, Parimal landed himself to start his new stint at SINHA's Indore plant as unit Head. On May 2nd 2012 when he entered the production unit, there was a grand welcome at his office in the administrative block by heads of all departments viz, HRM, Marketing and Stores, Systems, Production, Maintenance, QA, QMS and WCM. Parimal thankfully acknowledged the welcome gesture and greeted all department heads and employees for their relentless effort in bringing up unit to the present height besides extending his best possible support in the days to come.

After assuming office on the same day, Parimal was briefed by his personal secretary Mr. Abhinav about key people in the system and their roles and other connected facilities of SINHA unit of Indore like

Canteens, Staff Colony, Workers Colony, Schools and Medical Centre. In the second half of the day, Parimal went through the performance reports of previous years from different departments and noted few points and left a message to Abhinav to convene informal meeting of department heads on the following day's afternoon session at executive training hall.

Next day on 3rd of May during morning hours, unit head called General Manager-HR Mr. Vivek to understand from him the status quo of HRM and dare issues to be addressed if any in meeting the set organizational goals. Discussion continued to understand the prevailing practice of yearly performance appraisal at Indore unit, which has to start in the last week of May for the assessment period of FY2012-13. Unit head communicated the aspirations of CEO to make Indore unit a congenial work space in SINHA group besides creating impressive competency of accommodating quick changes driven by the market.

The same day afternoon, all department heads gathered for an informal meeting at unit heads board room. The meeting started as scheduled and the unit head with his usual mannerism greeted all started hearing from department heads about their expertise, experience at SINHA, good and not so good issues associated with them in smooth functioning of entrusted work. During the meeting the unit head sought suggestions too from heads of different departments. After an hour and a half off, during tea break he socialized himself with everyone. After tea break, the unit head addressing department heads, spell out with clarity and boldness, the timely need to accommodate change to sustain market pressure due to falling realization in prices of VSF, competing edge to manufacture high quality cellulose products amidst growing demand, promising growth despite sluggish economic environment and above all the inspiring support of the group's CEO and Chairman to lead domestic as well as global VSF market. He expected all departments to function with better clarity and innovative approach. In the end he briefed about his intension of the meeting and the points he has noted during the discussion which came up to the surface in order to better manage the prevailing system. Some of them were

- i) Process development and capacity enhancement of VSF production from 32 Kilo tons per annum (KTPA) to 78KTPA at the cost of Rs. 450 Crores.
- ii) Performance based merit, customer centric approach of every employee to be appraised during appraisal processes
- iii) Well defined compensation and career growth plan at SINHA
- iv) Customer centric approach to percolate at all layers of management
- v) Strengthening product development towards high quality cellulosic fibres
- vi) Alternative plans to utilize plant capacities during summer/water source deficiency

And convincingly ended the meeting by assuring flow of wealth and high quality of life provided the single minded effort from all at SINHA, Indore.

Taking clue from the unit head, department heads look convinced about his commitment and strength when they departed from the board room before calling a day off.

Team's first performance appraisal by new unit head - Setting direction ahead

As scheduled, performance appraisal exercise for all employees started during the last week of May and all department heads were briefed by HRM head about appraising employees reporting under them purely based on performance and productive engagement without any bias and to make them ready with measurable KRA's for the next year in line with customer centric requirements.

When the appraisal process was on, the new unit head started identifying the strengths, opportunities of turnaround in each function of the unit. Started understanding the process and people working at the unit by visiting unit in different shifts apart from his routine working hours. Wherever flaws due to mismanagement and unwilling attitude of people or process was found, he started addressing the issues very next morning with the concerned and the set the things right in no time. This made all employees to know the speed and commitment of new boss and almost all started keeping themselves alert and few started feeling vulnerable for their wrong practices.

It took about 3 weeks to complete the appraisal process and within a week there on, all employees cheered up to receive high salary hike that they never experienced in the past. On an average salary hike for excellent employee performer was more than 3000 and the employee rated "good" in his appraisal process would get an average hike of Rs. 2500, average performer to get minimum hike of Rs. 1500 and

the below average performers to get Rs 1000 with warning to improve and if not improved in next two consecutive appraisals, he/she would readily resign from duties. The same type of increment and termination rule was conveyed to even middle and top level managers at SINHA Indore unit. This whole appraisal process made the people at SINHA to understand the work culture of new unit head who is ready to deliver his best provided everyone delivers his/her best at the work place. (Refer Exhibit-1)

Fixing HR issues

By the end of appraisal process, the new unit head was known to almost everybody in the plant and households of employees. Many became vigilant in their routine jobs and started relooking at quality, process and hygiene compliances of the plant. But the team at SINHA Indore consisted diverse pack of people with some being highly experienced, some recently joined, some reluctant to change and some quickly adaptable. It took some time for Parimal to understand the difference among people in key roles and its impact on plant's overall efficiency. On 10th of August 2012, Parimal got a call from corporate office at Delhi to attend SINHA customer meet very next day for some matters of immediate concern. After reaching the corporate office, he was briefed about one of the most reliable customers of SINHA India Pvt Ltd., BDP Apparels India Ltd who have registered quality concerned complaints against SINHA - Indore plant and asked Parimal to visit BDP's manufacturing facility at Nasik to spot the actual problem.

When Parimal visited BDP's Nasik works facility, after formal welcome from the unit managers, plant officials started unwrapping a Carlton box pertaining to register of complaints related to delivery stoppages and exceedingly poor rejoinder from SINHA-Indore plant which rendered BDP to loose close to Rs.20 Million from its customers on account of price increase. The customers were feeling very infuriated with SINHA's fussy approach towards the customers.

As Parimal stepped out of the Purchase Department and moved on foot towards Quality Department of BDP India Ltd, his mind was filled with fretfulness. He introduced himself to the Quality Assurance (QA) Manager, Himanshu. Unexpectedly, the QA Manager turned belligerent and enlisted hefty number of objections pertaining to line imperfections, field faults, and inability of SINHA team to analyse core basis for flaws. Parimal never had experience of such an unbearable greeting in last 15 years of his career.

Parimal for a moment felt that it was very unpleasant job in hand but set himself to fix the problem quickly as the Group CEO had lots of hopes from him.

After comeback from corporate office Parimal was very keen to know from other customers too regarding some connecting dots similar to that of BDP's case before getting on to action mode. In the exercise he came to understand that customer frustration was due to the attitude of customer representatives of SINHA-Indore. They were found at fault in meeting the expectations of the customers. Reaching out to customer needs and the superiority of work finalized by the representative of the team was not so encouraging.

Parimal took it seriously and discussed the issue with his Head of Quality Assurance (QA), Mr. Vageesh, who had undergone a certified Six Sigma-Black Belt Training and a well-informed person about the QA. He was not ready to agree to any of the claims of BDP India Ltd. Vageesh became very hard-nosed in defending himself while responding to definite allegations from customers. Parimal started working very much with his team to have first-hand information to fix the challenges at once. He didn't take much time to find out the truth that Vageesh was adamant, headstrong and rude with his team.

Parimal clearly tried to convince Vageesh that he must listen to customers and act accordingly. But Vageesh felt offended and started to mobilize his colleagues to take a stand against the new Unit Head using his seniority and local popularity, following which Parimal received anonymous threatening phone calls to treat Vageesh with more admiration.

Without giving any clue, one morning Parimal invited Vageesh to his office and asked him to take up a new responsibility to focus on New Product Development and handed over the Quality Assurance responsibilities to a young and dynamic QC-Executive, Mr. Srinivas Kunte. Vageesh became intimidating and struggled very hard to use all his contacts to quash the choice but what all he did was a futile attempt. He appealed for a transfer to Nasik plant where he could fire up his new tactics. This also did not become visible and he at last determined to quit.

Parimal had a greater interest in grooming new QA-Manager and provided him all required support in making QA process more authentic and visible to the customers at the receiving end. Srinivas Kunte was a young chemical engineer with gifted ability to trace customer needs. He started communicating quality check and process summary along with the delivery note of consignments in a neatly drafted format with QA-Department authentication and the same was much appreciated by the customers including BDP and within a very short span of time, he was successful in changing the customers' perception towards the products and services of the company.

One more challenge with the company was its lacklustre culture. Employees were still not aware of the leadership/ management style of Parimal. Most of them perceived him as an extremely sturdy character to deal with. Parimal began taking stock of the current state of the unit. He took keen interest in resetting the process of customer delivery, line rejections, quality related issues along with plant uptime and breakdowns and brought about commendable change in two years. (Refer Exhibit-2).

Next turn was towards the Production Head Mr. Prakash, an awfully insensitive and hard-line manager. He was barely well-mannered with any of his team members. He was labelled as an unfair and prejudiced manager, who had never provided equal opportunity to all. Prakash was already approaching the age of 50 years and was evidently wannabe to become a Manufacturing Head.

Prakash had begun his career as a union leader and had grown up to become a Production Manager owing to his utter assiduousness. However, he had stopped learning more skills many years back and was mainly using his experience and power to run the manufacturing Unit.

Parimal appointed a new Manufacturing Head, Satish, with over 20 years of experience in manufacturing. Prakash was informed to report to Satish, which was manifestly not tolerable to him. Parimal tried to bring into line Prakash with Satish, but all in vain. There were many examples of law-breaking by Prakash, where his inattention had even caused an inconsequential accident. Parimal issued him a show-cause letter, demanding him to explicate the grounds for conduct. Prakash was upset and stunned and he without more ado offered to resign.

Prakash used to come to office from a distance of 50 km and was always the first employee to reach the office. He was very hard working, but his self-importance, stringency and being inactive to expose himself to learn something new. This inertia had more or less bunged up his career growth. Parimal repudiated to accept his resignation and invited him for a personal discussion. He offered him an innovative small profile of implementing lean activities in a small area in the factory. This challenge demanded rigorous training for Prakash and enormous hard-work and plan. Parimal also offered to take out the show-cause notice from his service register, if he could effectively drive this proposal.

Prakash acknowledged the new responsibility and decided to attain the goals provided. He began to study the manufacturing principles through well thought-out programs and began to gradually put into practice them on shop floor. Because of his fascinating persona, within a very short period of time he was able to take everyone into this initiative and began a cooperative drive. The innovative direction of carrying out manufacturing was so hopeful that he implemented the same in the rest of the plant.

Though he did not become Production Manager, he became more admired name than before for all good reasons. Parimal personally invited Prakash, withdrawn his show-cause notice, and tore up in his presence. This made Prakash feel proud of himself for his good deeds of change.

Connecting process and people to the customer needs

It took almost 7 months for Parimal to set some of the people aberrations at work place, which was badly effecting the firm's image among its customers. Following these incidents, Parimal sensed a need of connecting the whole process and people at SINHA-Indore to the customer needs. In consultation with valuable customers and department heads, after seeking approval from group's CEO, Parimal initiated Manufacturer-Customer exchange programme, wherein functional heads would visit customer's manufacturing units and in turn personnel from customers would visit SINHA premises to trace the needs of customers and attune the system accordingly. Department heads were asked to share their learnings through such exchange programme to the shop floor employees during day to day interventions and correct them continually to reach out the expectations. This exercise stood apart as a distinct approach not only in all-round understanding of customer requirements but also helped in designing processes for developing better cellulosic fibres.

The other face of new unit head was known during the same period for his lively approach in acquainting with other facilities of the SINHA township consisting of School, Auditorium, up keep of staff and worker's colony and so on. After duty hours he used to go to the school auditorium to play shuttle badminton with anybody who is ready to accompany. May it be a colleague, subordinate or employee's children studying in the group's school. This sportive and all accommodating attitude of Parimal made him more adorable and approachable but to the point administrator.

Empowering the unit with strategic decisions

Last quarter of the FY2012-13 was fully focused on capacity expansion as directed by the corporate office. Expansion work was outsourced to Essar (India) Ltd., with local labor force and four engineers from production department were assigned to monitor and support the expansion process as well as to report the progress on daily basis. All department heads were asked to give their inputs in getting the much improved version of new set up.

Process Improvement initiatives

Parallel to the expansion process, Parimal started working upon department wise QMS reports of last year in consultation with respective heads and experts to facilitate immediate financial grants involving short to medium capital requirements in buying industrial equipment's, centrifuge machines, automated electric panels etc., and removed the temporary bottlenecks which hindered the process to deliver improved performance. (Refer Exhibit-3)

Product development initiatives

Learning from manufacturer-customer exchange program and the global shift of customers from cotton to high quality cellulosic fabric and fluid fashion, Parimal felt the necessity of initiating development of quality cellulosic fibres better than that of VSF in the existing set up. He made a project proposal in consultation with the Head Product Development Dr. Navin to upgrade the existing research centre with tissue culture facility and got approval from the group CEO. This was yet another advantage for the SINHA-Indore unit. As a result, a team of young scientists headed by Dr. Navin started working towards mandated vision of synthesizing and developing large scale production of high quality cellulosic fibre emerged successful in three years by evolving new cellulosic fibre named 'Exceed', which marks a landmark achievement at SINHA-Indore, which paved way to start Exceeds first manufacturing unit at SINHA-Indore in 2017. (Refer Exhibit-4)

Breakthrough projects

In order to continuous production across the year, there was a necessity of water resource during summer when operations were forced to stop at least for two months and there by the total productivity of the plant would go down. To resolve this issue Parimal with group's CEO convinced the top brass of the SINHA corporate office to build a reservoir to hold enough water from rains and river during season and use the same in summer. With much detailed enquiry about its feasibility, cost and utility, the management gave green signal to construct the water reservoir at budgeted cost of Rs. 2000 in the financial year 2014-15, which not only resolved water problem during summer but also helped in much better management of effluent treatment and in house capacity development of anhydrous sodium sulphate, sulphuric acid and captive power generation. (Refer Exhibit-4)

Quality of life and Environmental concerns

Unit head was a kind of person who did not always talked about plant efficiency but a person believed in overall development of organization well as its people, it has been a passion for him wherever he had worked. Right from the time Parimal took over as unit head, he actively involved to upgrade the associated facilities of the unit; be it a staff colony, executive hostel, school and school auditorium and worker's colony. During his tenure he convinced the top management about the strength of the people at Indore unit and got approval to construct new school building, swimming pool and gym at staff colony, renovation of school auditorium, QMS for School, up gradation of salary slab for school teachers of SINHA run schools and so on. The amount of work done, changes took place in almost all areas connected to the SINHA-Indore stood testimony to the commitment and hard work of Parimal as unit head between 2012-17. (Refer Exhibit-4)

Apart from ensuring better quality of life for people of SINHA-Indore, Parimal was highly concerned to further strengthen the effluent treatment plant so as to improve the quality of discharged/treated water. This started giving better fruits when water reservoir started functioning in 2016. (Refer Exhibit-5)

Taking stock of performance tenure of New Unit Head

Exhibit 3: Review Sheet of Customer Delivery, Line Rejection, Plant Uptime				
Performance Indicator	2010-11	2011-12	2012-13	2013-14
Line Efficiency (%)	75	78	87.8	94.9
Internal Rejections (%)	1.4	1	0.85	0.69
Accidents	10	8	2	0
Cost of Poor Quality (%)	1.5	1.41	1.18	0.99
Plant Uptime (%)	80	88	96	97.3

Teaching Note:

SINHA India Pvt Ltd (A case study)

1. **Synopsis of the case and Key issues.** The case is all about a turnaround strategy and Transformation Leadership. It deals with how a unit head through his pragmatic approach and participative style of Leadership brings about a positive and needed change with relentless efforts. The case also touches upon both managerial and operative functions of Human Resource Management. Here Mr. ParimalJha acts a catalyst to take the organization to greater heights. Concepts like, Team work, counseling, Mentoring, Identifying the right talent, Troubleshooting, customer satisfaction, Nurturing and fostering the necessary skills career growth etc are discussed in the case.

2. **Target Group:** Post graduate Management students (MBA and PGDM STUDENTS), company employees those who are in C-suite positions and other executives of management development Programmes.

3. **Learning Objectives:** After having read and discussed this, case students or participants of workshop must be able to

- Understand and discuss the concept Leadership.
- Understand and discuss Transformational Leadership.
- Know the significance of Participative Style of Leadership in the current business scenario.
- Understand the concept Employee Motivation and recognition.
- Develop a strategic vision.

4. Teaching Approach and Strategy:

Teaching Strategies:

Pre -work: Faculty members/ Trainers must have informed the students to go through the case. Students/ Participants must come prepared for the thorough discussion. Students/ / participants must be encouraged to have clarity with basic concepts.

Role of the faculties:

- To discuss the basic concepts of Leadership.
- To explain the relevance of both transformational and Transactional leadership in the present business scenario.
- To introduce the concept of change management in the organizational context.
- To discuss innovative Human Resource Practices to boost the morale of the employees.

Time to be spent:

- Leadership and Transformational Leadership - 15 Minutes.

- Managing Change ---Strategies to be used -15 Minutes.
- Innovative Human Resource Management Practices with special focus on counseling and Mentoring-15 Minutes
- Question and Answer Session with the objective of involving students/ participants. -15 Minutes.

5. Analysis: During 5 years from 2012 to 2017 of Parimal taking over as SINHA-Indore unit, the all rounded performance registered production CAGR of 11.5 percent against industry standard of 11.0 percent, revenue increase of 32.3 percent and net profit increase from Rs. 4596.8 Million in 2012 to Rs. 5383.9. As a result, SINHA-Indore emerged as one of the high performing units among SINHA group companies manufacturing VSF. This evidence the fact that even well performing business units need change in leadership when market dynamics start exerting huge pressure that question the survival of the organizations if not acted timely.

6. Questions for discussion:

Preparation Questions

1. List out the key challenges/issues for SINHA-Indore. Identify the organizational factors responsible for the challenges ParimalJha faced from the first day of his joining the Unit?
2. Are you under the impression that organizational structure change be a solution to the challenges at SINHA India Pvt Ltd. - Indore Unit? If so, what parameters define the framework for transformation? If you were Parimal, how would you solve the problems faced by the Unit?
3. Critically evaluate the leadership style of Parimal, the new Unit Head.
4. Discuss the different ways of improving employee attitude, morale and motivation. Examine the role of authority, power and politics in conflict resolution.
5. Analyze the team building stages and elements of team dynamics in the context of the case.

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