

Current Content

Vol. 39 No. 3, October – December 2021

Editorial

Dr. Vinayshil Gautam, FRAS (London)

Chief Editor

- Impact of Pandemic on Organizations: Unforeseen Consequences of Covid-19 Pandemic on Organization Development in Nigeria
 - Romanus Nduji
 - Christian Oriaku

- Predicament of the Unorganised Workers in the Construction Sector with a Special Reference to Lockdown due to COVID-19
 - Sanghamitra Buddhapriya

- Effect of Organizational Culture on the Performance of Hospitality Industry in Covid-19 Era
 - Sunday Alewo Omale
 - Michael Oyedele Oyenuga
 - Christian Oriaku

- Perception of Parents Regarding E-Learning of School Students During COVID-19 Pandemic
 - Moninder Kaur
 - Vijay Laxmi
 - Shalini

- Transformation of the Workplace by the Introduction of IIOT
 - Sankar Rajeev

Book Scan

From the Editorial Desk

Hoping for Hope

Bringing out a special issue on any theme for a journal is possible, among other things, only with definitive planning with suitable datelines, cooperation of the professional community and the administrative support system. Very often many key players may not be even known, personally, to each other. That Abhigyan has been able to do this in the context of the pandemic is a resounding testimony to the maturity and diligence of all concerned and the kind of goodwill that Abhigyan has been able to generate in the profession. It is a satisfying feeling after nearly 40 years of publication, and a tribute to the continuing commitment and credibility which the Journal has created.

The response to call for contributions to the special issue was overwhelming. It was obvious that no contribution would be accepted without the usual two-tier blind review. The numbers were so large that even with one special issue being printed (which was done in the last quarter) there remained a set of more papers which merited publication. The referees in certain cases had asked for a review and made some recommendations about it. The authors were very receptive and at least one of them revised it twice. We received contributions in different perspectives about the pandemic both geographically and thematically. Illustratively, papers from Nigeria had a thematic focus on organisation development and made in-depth explorations of some sectors. There were others from different parts of India which looked at the learning processes and related areas. A particular reference can be made to an exploration which this number carries on the unorganised sector.

All in all, as is evident from the foregoing, a sequel to the special issue, in its own right, became an obvious way forward.

As you go through the pages which follow, your considered reactions and observations on the papers carried would be a useful contribution to enriching the domain.

It cannot be anybody's case that the pandemic is over. There are crests and troughs. There are ebbs and lulls. It is best reflected in the kind of rules and regulations which are being imposed on international travel at different airports. Some of the rules are so sudden that they even change during the possible 9-10 hour flight that may be involved. RTPCR, ART etc are prefixed and suffixed to the flight. The experiences are varied. There are 'at-risk' countries, there are countries which do not get subjected to much scrutiny and there are surprise inclusions in 'at-risk' countries which are difficult to comprehend in a 'logical' frame. Illustratively, Israel is seen as one of the more successful nations to have faced the pandemic. The inclusion of Israel in the 'at-risk' countries list, in some cases is surprising. No rational explanation for this seems available. Then there are so called 'bubbles' where, by the present standards, unhindered travel is possible for special categories of travellers.

As if these contradictions were not enough, there are other cases, which continue to be, of enigmatic dimensions. There are reportedly some medical authorities which are raising doubts on the extent and dimension of efficacy of the vaccination process. A normal citizen has no means of checking out the veracity

continue..

or the authenticity of such media reports. But their being in circulation does create situations of doubt, ambiguity and worse.

Organisations like WHO have their own share of aspersions to deal with and this does not add to the level of comfort.

The situation is in a state of flux and it is not easy to navigate. As towards the end of November 2021, the situation seemed to somewhat improve, entered the variant of the virus labelled Omicron. At the time of writing of these lines, it seems to have affected seventy-seven countries. The forecast of some of the authorities on the subject is that it would soon be travelling to at least a hundred countries. In the meanwhile, patience of many people over nearly two years of precaution, fear and more precaution seems to have put their endurance to the tether's end. Errors are being made as indeed they can be made, and the prices for the same are totally unknown. Some will escape unscathed, others will be affected. Of those that are affected, the fatalities will be explained as caused by compromised immune-system or simply co-morbidity. Net, net a loss is a loss, felt by only the people who are materially affected by it. However, relationships are getting strained and social interaction, though at times loud and pulsating, has been on other occasions of low key.

The election rallies in India are a case in point. They don't even seem to merit sufficient ire of the medical profession. Obviously, thousands go to it and manage to get away without being infected by Covid. How many were actually affected by Covid because of such visits, will probably never be known. The statistics, say, in the case of Bengal where Covid cases rose by definitive percentages after the election rallies, don't seem to have been taken on board for the message. There are other illustrations. In the meanwhile, the election season is, again, in full swing in some of the states with unabated enthusiasm.

There is very little serious attention being paid to the state of some professions. Whereas, domestic travel in India has definitely gained in percentages, inbound travel has not. There are other countries with their own tales of woe. At an international conference in the month of December 2021, a distinguished speaker from Melbourne declared Melbourne 'to be the most locked down city in the world'. The level of exasperation is endemic. The obvious result of this exasperation is not so clear. There hasn't been enough time for serious research studies to show up yet. However, the ebb and thrust of life does not wait for research studies. Taking the case of tourism and travel across the world, from individual narratives, one thing is clear – many in that trade have been reduced to penury. The Government doles in certain cases in certain countries covered a distance but are now inclined to disappear.

All this is bound to affect behaviour. There are patches of light and shade. As of now the areas of shade and grey seem to be large.

However, hope is a no choice situation. Offering understanding to each other may be a therapy without cost in terms of finance. Yet it takes an emotional toll. Spirituality may help in certain ways. It is a matter of faith.

One of the core issues remains of giving credence to anxieties of people in processes which one doesn't actually endorse. Yet for the person suffering from that anxiety, whether it has been tested or not, has all the makings of a real situation. One can only hope that a resolution of all this is not too far away. A 'new year', so called, always raises some cheer.

Dr. Vinayshil Gautam; FRAS(London)

Impact of Pandemic on Organizations: Unforeseen Consequences of Covid-19 Pandemic on Organizational Development in Nigeria

Abstract

This study focuses on the unforeseen consequences of Covid-19 pandemic on organizational development in Nigeria. It covers the etymology of Covid-19 pandemic, the concept of organizational development, short term and long-term consequences of the pandemic on organizational development, its impact on economic conditions and actionable suggestions to mitigate its effect on organizational development, etc. The study is qualitative in nature. It concludes that managing and limiting the Covid-19 pandemic, as well as returning to normal lifestyles and economic activities, will depend on mechanisms put in place by the government, regulators, and individuals. It is recommended that by prioritizing employee well-being and continuity, businesses should analyze how well their strategies meet their goals to reduce the negative effect of the pandemic. It is also suggested that ensuring the health of employees through prevention of the Covid-19 pandemic will ensure the smooth functioning of the business activities as well as the organizational development.

Keywords: Covid-19, Pandemic, Long-term Consequences, Short-term Consequences and Organizational Development in Nigeria

Romanus Nduji

Assistant Lecturer,
Department of Business
Administration, Veritas University,
Abuja, Nigeria.

Christian Oriaku

Lecturer I,
Department of Business
Administration, Veritas University,
Abuja, Nigeria.

Predicament of the Unorganised Workers in the Construction Sector

with a Special Reference to Lockdown due to COVID-19

Abstract

With the advent of COVID-19, the construction sector has been adversely affected in India since it deploys large number of the unorganised labour, especially migrant workers, hired through contractual means. This research aims to study the challenges faced by unorganised workers in the construction sector, especially during the COVID-19 outbreak and subsequent lockdown. It also tries to understand the classification of workers in the construction sector and their composition. It seeks to investigate the effectiveness of the social security provisions available for the unorganised sector workers in general and in the construction sector in particular, and highlights the specific measures taken by the Indian government and/or other authorities to tackle the issues faced by these workers during the lockdown. Based on the findings of the study, suggestions have been made to bring about necessary changes in the current legal and administrative structures in place for coping with the problems faced by the unorganised workers in the construction industry.

Keywords: Unorganised Workers, Workers in the Construction Sector, COVID-19, Migrant Workers, Lockdown

Sanghamitra Buddhapriya

Professor, OB & HR,
FORE School of Management,
New Delhi.

Effect of Organizational Culture on the Performance of Hospitality Industry in Covid- 19 Era

Abstract

Organizational customs or culture can be regarded as a set of shared ways of life, belief, value system as well as policy statement that guide members of an organization. Changing the norms and embracing the new ways of life has been a challenge for the industry based on the way Corona virus took the human race by storm. The aim of the paper is to ascertain the effect of organizational culture on performance during Covid-19 era. The researchers have used a survey technique for sourcing information. Survey is largely conducted online using questionnaire distributed by mail to 250 respondents. Data analysis has been done using percentages and Minitab (Normality Test) chi-square statistical techniques. The results reveal that, Covid-19 pandemic has had a negative impact on customers' patronage. Secondly, organizational culture too impacts negatively on the sustainability and performance of hospitality industry in the Covid-19 Era. The business environment is considered not safe for the health of the customers and employees, as their willingness to feast, staying in hotel or patronize their business kept declining due to the fear of contracting Corona Virus. It is recommended that organizations should train their employees and bring about considerable changes in their business operations in the Corona Virus Era, for the wellbeing of their customers and employees. This will boost customers' confidence and their readiness to patronize the organization.

Keywords: Covid-19, Organizational Culture, Organizational Customs, Performance and Hospitality Industry

Sunday Alewo Omale

Senior Lecturer,
Dept. of Business Administration,
Faculty of Management and Social
Sciences, Federal University Gashua,
Yobe, Nigeria.

Michael Oyedele Oyenuga

Lecturer I,
Department of Marketing,
Faculty of Management Sciences,
Veritas University, Abuja, Nigeria.

Christian Oriaku

Lecturer I,
Dept. of Business Administration,
Faculty of Management Sciences,
Veritas University, Abuja, Nigeria.

Perception of Parents Regarding E-Learning of School Students During COVID-19 Pandemic

Abstract

The COVID-19 pandemic has disrupted every aspect of human life including the education of children as schools have been shut down due to enforcement of lockdown. As a result, virtual education has become the most preferred mode of education which has replaced traditional classroom teaching. In the present study an endeavour has been made by the SSSS Educational Research Unit, Amritsar (Punjab), to study the perception of parents regarding the effectiveness of online teaching-learning process and the challenges they faced in providing the child access to online resources. For the study, the data has been collected from 1401 parents of students from pre-primary to senior-secondary classes studying at different SSSS educational institutions using the questionnaire prepared in the form of google docs. The results indicate that parents preferred e-learning as a mode of education during the present situation, yet they are struggling to meet the challenges of online classrooms.

Keywords: Perception, E-learning, COVID-19, School Education, Challenges

Moninder Kaur

Assistant Professor,
Department of Economics,
SSSS College of Commerce for
Women, Amritsar, Punjab.

Vijay Laxmi

Assistant Professor,
Department of Mathematics,
SSSS College of Commerce for
Women, Amritsar, Punjab.

Shalini

Lecturer in Economics,
SSSS Khalsa Senior Secondary
School, Amritsar, Punjab.

Transformation of the Workplace by the Introduction of IIOT

Abstract

With the advent of I4 which started almost a decade ago the digitalization process of industry assumed importance with dominance of IOT. IIOT is a logical confluence of the device layer, network level and content level. IIOT is also a sub domain of IOT and combines intelligent industrial components for improving productivity. The subject matter under consideration arrogates a positional advantage of IIOT. One of the identified benefits of IIOT is a complete transformation of the workplace by improved productivity. In this paper, the ability of IIOT to transform traditional and linear manufacturing supply chains to variegated interconnected systems as accretion and to bring safer working environment which supports the intransigent societal considerations are considered amongst other aspects. The impact of IIOT in the workplace to the extent of job loss can evanescent by skill development.

Keywords: IIOT, IOT, Digitalization, Cyber-physical Systems, Artificial Intelligence

Sankar Rajeev

Professor,
Department of Management
Studies, K.K.Wagh Institute of
Engineering Education & Research,
Nashik, Maharashtra.

Book Scan

Entrepreneurship by Rajeev Roy, 3rd Edition, Oxford University Press, India, 2020, Pages: 504, Rs. 799/-

This book has defined entrepreneurship and contemporary approaches to becoming an entrepreneur by providing knowledge on business, business ideas, business launches, business models, mobilizing resources, and marketing. The flow of contents chapter-wise is structured well, starting with the foundation of entrepreneurs to approaches, ideation, legal issues, business launch, entrepreneur finance, managing and marketing a launched business. Books on entrepreneurship have a theoretical and practical bent with a broad focus on qualitative models and cases. Given that the end-users of entrepreneurship are students pursuing management as entrepreneurs, they are from diverse backgrounds without experience. They often find it challenging to comprehend the topics which start with a highly theoretical approach and qualitative aspects leading to mental blocks. It is thus imperative that the contemporary and holistic approach ideally follows from a conceptual clarity on the topics, which is what this book provides in a very lucid manner.

This book is divided into eight parts and twenty-four chapters. Part I has chapters 1 to 5, giving a basic understanding of entrepreneurship, family business, doing business in India with a lean methodology for providing a contemporary approach to entrepreneurship and governmental policy support. Part 2 is about a business idea that clearly explains and advances business design thinking from the cradle stage. Part 2 has three chapters from chapters 6 to chapter 8 with a focus on design thinking, practical usage through tools and practice exercises; ideation from pre-selection phase through a mind map, business idea evolution by using decision matrix, 5Qs exercise and paired comparison, and business idea protection knowledge through an in-depth description of intellectual property laws.

Part 3 describes the business launch; it has chapter 9 to chapter 11. Chapter 9 explains customer discovery by linking customer behaviour, psychological biases, and stony resistance breaking strategy.

Part 4 has included chapters 12 to 14 to explain the resources mobilization in the business. Chapter 12 explains the initial business buying process with the search process and valuation calculations. This chapter describes the business buying process in a very precise and specific manner. In chapter 13, entrepreneurial finance introduces different sources of entrepreneur finances, including bootstrapping, seed funding, debt finance, raising equity funds, and explanations of various elements of the term sheet. The last chapter of part 4 has given the precise description of the pitch deck, which makes a better understanding of the pitch deck, making of the pitch deck process, and its uses in finances issues, clarifying business and its process.

Part 5 emphasize the understanding of operations and management process for entrepreneurs. This part includes chapter 15 to chapter 17, and chapter 15 has described human resource management which explains interviewing process, induction of employees in new business and employee discipline. The Tavant technologies case provided at the end of the chapter gives a better understanding of the process. Chapter 16 is entirely devoted to networking, which acts as a supportive system of sharing information and services with groups of people. Using networking maps and examples, all essential networking principles, effective networking building, benefits, and the proper infrastructure have been discussed. Chapter 17 describes operations issues for entrepreneurs by developing a better understanding of correct purchasing, various purchase policy elements, managing different kinds of inventory, cash management, disaster management, and strategies for seasonal businesses. The SAP Ariba and factoring exhibits give a better understating of

receivable management. With the business management process, this chapter also explains how to manage disaster and seasonal business, which helps small entrepreneurs to develop loss management issues. The COVID -19 crisis try to correlate the entrepreneur thinking with the most recent crisis.

Part 6 explains the marketing concept for entrepreneurs, which has been taken forward by considering chapters 18, 19 and 20. Chapter 18 focuses on distribution channels by considering various examples. Different structures of distribution channels have been discussed, which helps to develop a better understanding for entrepreneurs to adopt the best one according to their business. The channel density makes entrepreneurs more precise while deciding the intensity of their distribution channels. The comparable listing of online markets, discussion about managing affiliations and promotional campaigns make this chapter more relevant to entrepreneurs. Chapter 19 describe Integrating marketing communication with an overview of content marketing plan in tabular form makes the concept more practical to understand. The social media management by latest examples and exhibits relate most neglected parameter in very simple way. Chapter 20 explain pricing basics, strategy to fix the best price and price sensitivity very well. Figure 20.3 discusses the freemium of Shaadi.com and also describe the freemium strategy practically helps entrepreneurs understand the concept.

Part 7 focuses on growth: it describes the growth in chapter 21 and exit in chapter 22. Chapter 21 discusses growth concepts with their stages, and every phase of stages illustrates ideation to consolidation. That also helps to monitor the business growth of entrepreneurs. The growth strategies with clear descriptions about a joint venture, mergers and acquisition, diversification act as a package of options to grow new business. The growth concept has been explained with multiple illustrations and examples. Chapter 22 takes this forward in discussing the option to exit with appropriate planning for sale and understand the financing and sale process in a stepwise process.

The book is suitable for management and entrepreneur students in the field planning to be an entrepreneur. The thrust is on the concepts supported by exhibits and cases at the end of each chapter to give practical exposure and support the concepts. The book is easily relatable to entrepreneurship with a flow of concepts coupled with practical examples and case studies, giving required insight into decision making while starting and running a new business. There is a fair balance of theory and practical aspects.

I would recommend it for reference.

Dr. Aarti Singh

Assistant Professor, Strategy,
FORE School of Management,
New Delhi.

Business Environment by Shaikh Saleem, Pearson India, 2020, Pages: 834, Rs.711/-

The fourth edition of the book Business Environment published in the year 2020 is significantly altered and revisited from the first edition (2006) to meet the contextual business environment in India. The book has 26 chapters around the themes of strategic and management perspectives of the business environment; policies and trends about industries, economics, fiscal, foreign trade, and import-export; key concepts like national income, economic growth, rural and human development, inflation, types of taxes, ethics, social responsibility and corporate governance, privatization and globalization; business environment and the role of organizations like SEBI, PSUs, government, multinational corporations, and World Trade Organization. Further, there are four more chapters about planning, poverty, and unemployment in India that are introduced as an online resource.

The book has captured the post-independence liberalized, privatized, and globalized context of the business environment. The topics are written to facilitate management training and can potentially be utilized as a reference text for various management programmes at the graduate and post-graduate levels. The book is

also an appropriate resource to incorporate management learning at an organizational level to enhance strategic managerial decisions.

The structure and chapter outline is coherent and the topics are well organized under headings and subheadings. The book uses pertinent examples and definitions to elucidate conceptual understanding and frameworks mentioned in the chapters. Each chapter has boxes with definitions, explanations, or facts next to concepts or topics discussed. Chapters include tables discussing statistical information and augment analytical understanding. Summary at the end of each chapter can help students reflect upon the key highlights of the various topics discussed. There are keywords listed towards the end of the chapter to help the reader interact in business parlance in their regular classroom and professional activities. Also, the question section is helpful for the students to think critically and for the instructor to navigate discussions in the classroom. Another helpful inclusion is the case study discussed in the chapters which explicate real-time business scenarios in a classroom setup.

Overall, the book comes across as a useful guide for students and working professionals to understand recent policies, cases, and developments at the national and international levels. The restructuring of various government structures and the influence of political and economic development on the business environment in India is historically captured.

Dr. Aanchal Sharma

Assistant Professor, Communication,
FORE School of Management,
New Delhi

