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## CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
<u>1</u>	<b>Homogeneous Markov Processes On Discrete Time Queues To Continuous Time.</b> Dr. Mayank Pawar and Dr. Bhuvnender Chaudhary	<u>1-13</u>
<u>2</u>	<b>An Enhancing Productivity And Performance Of The Employees By Exploring Employee Satisfaction: An Efficacious Tool For It Sector In India.</b> Archana Singh, Lokendra Vikram Singh and Dr. Peeyush Khare	<u>14-30</u>
<u>3</u>	<b>Application Of Analytical Tools In Student Retention System.</b> Vibha Gupta, Yasmin Shaikh and Dr. Geeta Neema	<u>31-43</u>
<u>4</u>	<b>V.I.E.T – A Case of Leadership Gone Wrong.</b> Rashmi Sharma	<u>44-53</u>
<u>5</u>	<b>The Steady-State Solution Of Multiple Parallel Channels In Series And Non-Serial Servers With Balking &amp; Reneging Due To Long Queue And Some Urgent Message.</b> Meenu Gupta, Man Singh and Deepak Gupta	<u>54-68</u>
<u>6</u>	<b>A Study On Personal Financial Planning For It Sector Investor In Pune.</b> Pravin Narayan Mahamuni, Santosh Kalabhau Apte and Dr. Anand Ganpatrao Jumle	<u>69-89</u>
<u>7</u>	<b>Industrial Energy: what role for Policies?</b> Dr. M. Sugunatha Reddy and Dr. B. Rama Bhupal Reddy	<u>90-118</u>
<u>8</u>	<b>Micro finance – Role of Banking intermediaries in Inclusive Economic Growth.</b> Suresha B and Dr. Gajendra Naidu	<u>119-140</u>
<u>9</u>	<b>A Comparative Study Of Public (Sbi &amp; Uti) &amp; Private (Hdfc &amp; Icici) Asset Management Companies Funds (Balanced, Gilt (Long Term &amp; Short Term) On The Basis Of Nav, Fund Average Return, Risk.</b> Shelly Singhal, Savi Chanana and Gaurav Kamboj	<u>141-164</u>
<u>10</u>	<b>Performance Issues of Individual and Team Game Planning.</b> Mamta Jangra	<u>165-177</u>
<u>11</u>	<b>Measuring Quantitative Maintainability Of Conceptual Model For Re-Engineering Process.</b> Shabana Kausar, Mr. Ahmed Mateen and Mr. Ahsan Raza Sattar	<u>178-192</u>

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Title

**V.I.E.T – A CASE OF LEADERSHIP GONE WRONG**

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Mr. Virender Shokeen belonged to a family of farmers that had acres of agricultural land in Kundli (near Sonapat- Haryana). They also had rented out their land in Narela (Delhi) to a manufacturer of local soaps. Thus the family was highly affluent. Mr. Virender Shokeen was the eldest son in the family. He had very high aspirations; he was very good at studies and therefore after completing schooling from a Government school in Kundli, he did B.E (Mechanical) from an engineering college affiliated to Haryana University. Being the eldest in the family, everyone had high expectations from him. His parents were against his detaching himself from the family's agricultural occupation. They never wanted him to leave Kundli and go for a job outside. Mr. Virender was very upset owing to this condition set on him. He always wanted to excel in the field he had studied. However, he could not take a job and remained jobless for 2 months. One day he came to know through a classified in the newspaper that an engineering college named Vidya institute of Engineering & Technology was coming up in Kundli, just 2.5 kilometers from his home. Mr. Virender saw this as a ray of hope and after getting consent from his family, applied for the post of lecturer in that college.

Mr. Virender was short-listed and called for the interview. He came to know that Vidya Institute of Engineering and Technology (V.I.E.T) was owned by Mr. Rajbir Singh and Mrs. Sudha Singh. They had industries, petrol pumps in Delhi and vast agricultural land in and around Delhi. Both husband, wife were graduates. This engineering college was actually the brain child of their only son, Ritesh, who was B.E. (Software Engineering) from IIT-Delhi. Mr. Ritesh was working in a famous I.T. company. Mr. Virender was deeply impressed by the building, infrastructure and ambience of the institute spread in 10 acres of land. It gave the look of a world-class institute. The institute was located in the interiors of Kundli, 4 kilometers away from the national highway and was surrounded by plush green environment. Mr. Virender was among the fifteen candidates called for the interview in streams such as mechanical, electronics, I.T., computer science, Maths, Physics, Chemistry, Communicative English, library etc. All the candidates were given a warm reception and offered tea, juice and snacks. The candidates were interviewed by a board comprising the Chairman- Mr. Rajbir Singh, the Vice-Chairman-Mrs. Sudha Singh, the Director-Mr. Ajit Dhaiya, and 3 experts from the engineering field. All the candidates were interviewed for almost 25-30 minutes. Mr. Virender realized that most of the questions were asked by Mr.

Ritesh and very few by the experts. The Chairman, Vice-Chairman, and the Director hardly spoke. All the candidates had similar experience. Of the fifteen candidates, only ten were called for the final interview.

On the day of final interview, Mr. Virender went with high anticipation with respect to salary and working environment. However, he was told that he will get Rs. 10,000/ as gross salary. The other lecturers, who had 2-4 years of experience were given the emoluments in the range of Rs.12,000- 16,000; the Librarian and the Computer Lab assistant were offered Rs. 8000 and Rs. 6000/ respectively. One professor was offered Rs. 27,000/-gross and one senior lecturer was given Rs. 20,000/-. It was quite disheartening for Mr. Virender. After assessing that he has no choice, he decided to join the institute.

The entire faculty staff joined one month prior to the starting of the first batch in August. The time when they had come for an interview, the main building that housed the management's office, the accounts department and the C.A.O's office was ready and furnished but the academic block was partially under-construction. When Mr. Virender was allotted seating at the ground floor of the academic block, little did he know that the room would have a molded chair, an inferior quality table and no A.C., lockers & computer. To add to his woes, there was an acute power shortage in Kundli especially during summers. The generator was used but only to supply electricity to the main building. There was no peon in the entire building and everyone was given a water jug and glass. Mr. Virender didn't feel at ease while filling water for himself from the water cooler. The washrooms that were meticulously designed were only cleaned once in a day and there was no water supply at times. There were only one peon and sweeper who gave their services in the main building.

Mr. Virender was the only employee who came from Kundli. The rest of the staff came from Delhi and Sonapat. As V.I.E.T. was located in the interiors of Kundli, the staff faced problem in commuting particularly when they missed the institute's bus or when they had some personal work and had to come late. The institute also charged the employees Rs. 800/- for availing the



transport facility. The transport buses had a good frequency on the highway but there were hardly any buses to reach the institute. Moreover the ones that went to Kundli were always crowded. Most of the times employee preferred to take an off in such a situation.

Whenever the employees raised their concern to the Director, he told them that he will convey it to the management; ultimately Mr. Ritesh was the one who took the final decision. So if Mr. Virender had a requirement in the workshop or had to take a leave, he had to communicate it to Mr. Ritesh, who as such, was given no designation as he was already serving a company. Mr. Ritesh used to come to the institute late in the afternoon at least thrice a week. The staff on their joining was told that their working hours would be 9 am to 4:30 pm and Saturdays would be off. However, Mr. Ritesh called for meeting at around 4 o' clock and the meetings always extended till 5:30 pm. The staff bus then was made to ply after 5:30 pm and so the ones who were not part of the meeting also had to wait. The Librarian and the computer lab assistant were made to work even on Saturdays and no compensatory off was given to them.

Mr. Virender and the entire staff felt it was the teething stage of the organization so they tried to adjust according to the new environment. Gradually, they felt a drastic change in the behaviour of Mr. Ritesh and the Chairman and the Vice-Chairman. Mr. Virender had drafted a letter seeking quotation from a vendor. When he went to get it approved, Mr. Ritesh scolded him harshly and picked out trivial mistakes such as ill-alignment, spelling mistakes etc. Even during meetings, Mr. Ritesh was rude to the staff and even to the Director if something was not done in accordance to what he had desired. He was not willing to listen to the valid reason staff wanted to give.

When the session started, the faculty felt the work pressure increase. There were four streams of engineering viz. Information Technology, Computer Science Engineering, Electronics & Communication Engineering and Mechanical Engineering. One faculty had to teach all the four streams. Initially they were told that two faculties would take up two sections each but there were no new recruitments. Mr. Virender had the highest workload as he was taking up workshop

practicals as well. Each time he complained of the workload, he got the answer that something would be done soon. The situation remained the same even after one year. The employees were still sitting in non-A.C. rooms with no peon and computer. Their conveyance problem was also not solved. The computer lab assistant resigned after 4 months. The Physics faculty followed him and in six months the Director also left. Many employees who lacked experience joined to fill in the vacancies. The students suffered the most. Mr. Virender had been sacrificing his own comfort to gain experience but he also lost interest in the job after one year and sent in his resignation. Mr. Ritesh called him and comforted him by saying that the management would raise his salary from 10,000/- to 15,000/-. After his meeting with Mr. Ritesh, he was in dilemma as to what decision to take. After all in just one year 2 directors and seven employees including teaching and non-teaching staff members had left and he could not see any possibility of situation improving in the near future...

- Q1. Identify the issues in the case.
- Q2. Who should be blamed for the present situation at V.I.E.T. and why?
- Q3. Is there a possibility of V.I.E.T's reputation improving in future? What measures would you suggest?
- Q4. Assume that you are Virender Shokeen. What decision would you take finally?