

Revive and Rejuvenate: The Positron Way

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Abstract

2020-The start of a New Decade! How excited the world was to welcome new beginnings and dreams. Less did we know that the new decade came with new challenges, and the only dream left was “The dream of existence of Human Race”. An unseen disaster hit the world leaving it in a clueless situation that was not governed by humans but by the virus COVID-19. Strict measures were taken worldwide to stop the spread of the virus. India was one amongst those nations which announced a complete lockdown, for the first time in history, our nation stood still. The industries too halted their processes bringing in huge losses to them, as well as their employees. Wherein many industries found it easier to cut down the salaries, lay off employees, as a measure to recover their losses; a few chose to retain the existing employees and provide them all the help they needed in these tough times. One such company is Positron Engineering Corporation. It is proved that the employees are Positron's greatest asset. They were provided with medical, food, and financial assistance along with a yearly bonus. Though the company faced problems in production and sales, due to the inadequacy of raw materials, still it managed to be a profit making entity. It is easy to be a leader when things go on well, but much tougher to lead, when things go unpleasant. This COVID situation has been a learning phase for the company, but what ultimately matters is astute business acumen with empathy and compassion at the core of business decision for sustainable competitive advantage. “Hard times reveal true character”, Positron Engineering Corporation charted the path which is out of league and came out with flying colors and hence they are developing Business Continuity Plan to sustain such situations in the future.

Keywords: COVID-19, industry, lockdown, company, employee, leader, profit, business continuity plan

INTRODUCTION

20-year-old Positron is a leading manufacturing industry in Belagavi, Karnataka. It is well known for the manufacturing of heat exchangers and pressure vessels. The foundation of this company was laid by Shri Venkatesh Kulkarni and Shri Shridhar Uppin in the year 1998, with the thought that the efforts put by them in this business should benefit society.

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After graduation, Shri Venkatesh was offered a job at Polyhydron in Belagavi, where he worked with the founder of the company, Late Shri Suresh Hundre, his Guru. Shri Hundre was a people's person; he lived his entire life for others. He worked with 116 NGOs. His style of working and his way of treating his employees inspired Shri Venkatesh. It is said that the function of a leader is to create more leaders, and not followers. This was true in the case of Shri Hundre. His dynamic personality ignited the thought of starting an own enterprise in Shri Venkatesh's mind [1].

The year 2000 marked the start of the production of heat exchangers. 20 years down the lane, the company has added different types of heat exchangers and pressure vessels to its product lines. Positron has diversified its applications into various segments such as Oil and Gas sector, Power sector, Pharma Sector, Mining sector, Wind Mill applications, Marine applications, and Defence sector. Today, Positron is a successful venture and is known for ethical business practices, customer centric management and innovation.

PANDEMIC: AN UNPRECEDENTED DISASTER

2020-The start of a New Decade! How excited the world was to welcome new beginnings and dreams. Less did we know that the new decade came with new challenges, and the only dream left was “The dream of existence of Human Race”. An unseen disaster hit the world leaving it in a clueless situation that was not governed by humans but by the virus COVID-19. Strict measures were taken worldwide to stop the spread of the virus. India was one of those nations that took early steps to stop the spread of the virus. Underlying this, the Govt. of India announced a complete lockdown, for the first time in history, our nation stood still.

Stringent restrictions halted most economic activities. India’s industrial production dropped sharply in April 2020 as most of the factories were not in operation. For consecutive eight quarters, manufacturing growth rate has declined, indicating a lack of demand, and a deeper structural crisis in the sector, worsened by the pandemic-induced lockdowns. This caused millions of people, many of them being daily wage earners to lose their jobs. 90% of the workforce had to go back to their native places, leaving manufacturers in the lurch [2].

Lockdown: A Tough Call

Lockdown was indeed a tough decision, which brought in many difficulties to the management of different companies and organizations all across the country. The management at Positron too was in a dilemma. They were also caught up at their homes. The employees were worried about their future. This was happening for the first time. Their jobs were at stake. There was no guarantee of salaries being paid, many found it toll taking. Few of them were residents of other states and had no one in Belagavi; this got them worried about their daily meals and essentials.

The COVID-19 pandemic had severely hit the material procurement and production department. Most of the raw materials are procured from Mumbai and Gujarat. The lockdown disturbed the entire supply chain across the country. Its effects were seen on Positron too. Earlier it would take 2–3 days for raw materials to reach to Belagavi, but due to lockdown and its restrictions, it took about a week for material arrival.

The delays were not due to the unavailability of raw materials, but it was because there were insufficient labourers for truck loading. As all the economic activities were halted, many employers of these labourers decided to stop their pay. The labourers being daily wage earners, were left in dark. They were starving to feed their family. Nobody had any idea of when would the normal days return. Hence, the only option left with them for their survival was to return to their villages i.e., Uttar Pradesh and Bihar. This sole reason caused an entire material flow delay across the country [3].

Positron has no such department called Marketing, as they never felt the need of creating a different department. Traditional marketing practices were followed. The in-charge employees used to knock on the doors of the customers. This brought in an ample amount of travel across India and the globe. The restrictions due to lockdown and the fear of the virus ceased these practices and that means the new business opportunities were limited.

Response to Stimulus: The Big Test

The COVID-19 crisis and lockdown implications left employees all across the globe, feeling anxious and worried about their future. Where many companies and organizations found it efficient to

just lay off their employees, have pay cuts, and delay appraisals, Positron chose to be a custodian. The immediate thought which struck Shri Venkatesh's mind on the announcement of 21-day lockdown, was not about the losses that would be incurred during the lockdown, but about how would his employees manage themselves and their families all alone. Positron has based its people practices on its core values. It believes that the employee-employer relationship should not be treated as a contract because, "Contract is an adjustment", rather it should be built on trust, as "Trust is understanding" [4].

The management at Positron put their heads together to come up with remedial measures keeping the interest of employees and the company in mind. Soon they came up with ideas and acted upon them. The action plan included:

1. The employees were asked not to panic and get in touch immediately if they needed any help.
2. The employees were provided with precautionary Ayurvedic medicines under the consultation of an Ayurvedic Doctor. These medicinal kits were provided for the entire family.
3. To keep the employees busy and to keep up the work, online discussions, and meetings were held daily. If someone was not able to attend the meeting, then he would be called personally to know if he was doing well.
4. The employees were told to bring to notice if there was any problem in their neighbourhood. The company believed that if the neighbourhood was safe and sound, employees too would be safe.
5. The employees who were residents of other states were provided with food grains.

When millions of businesses were barely breathing, Positron decided to adopt the strategy of that of compassion and empathy to give comfort and hope to the lives that mattered most for them. Instead of dwelling on the current financial losses, it decided to use its reserves to pay salaries along with a yearly bonus. When asked why was this done; Shri Venkatesh said, "It has been 20 years since the company has started, and if we are unable to manage 2 months' salary of the employees, then we are not doing business in the right direction. All these years, the efforts that we have put into the business, will be counted as a waste".

COVID-19 was a wake-up call to the entire industry to change and improve different aspects of manufacturing operations. This pandemic came as a bolt from the blue for the manufacturing sector and businesses that were digitally under-prepared. Technology is the new backbone of the manufacturing industry that wants to succeed in the post-COVID world [5].

As Digitization was no longer optional; it became a critical need in the scenario where physical interactions will continue to be extremely limited and Positron too adopted it without much resistance. The business meetings and marketing work that were ruled by travel, were now conducted on digital platforms like Google Meet, Skype, Cisco Webex etc. These were more stress-free, reliable and cost efficient. The digital transformation brought in exceptionally high returns in terms of orders and savings related to cost and time. These changing times have helped the company pick up some excellent customers. Meanwhile, clearing the lockdown hurdle, an exponential increase in the use of technology to validate financial numbers was witnessed. This resulted in an online audit of Positron using Cisco Webex [6].

Oil and Gas processing industries are generally considered essentials by the Govt. and hence they enjoyed exempt from the lockdown measures. Positron is a major supplier to these industries. As these industries were exempted from lockdown guidelines, there was a major relief for Positron. Positron commenced the operations with the available raw materials immediately after the lockdown relaxation.

Transport was halted all across the country and raw material was in limited supply reducing the manufacturing activities. This challenge was turned into an opportunity and they used this ample amount of time to work on new ideas, products, and applications. They worked hard to improve their

existing products. The company made gold out of the time available to them by the lockdown. The digital transformation offered edge for the company as it helped them gain new clients, new orders, and also, they successfully entered newer areas of the existing market; in short, Positron's market penetration improved since the lockdown.

Business Continuity Plan

Looking at the uncertainties of the current situation, the management at Positron decided to keep a backup plan ready, in case any emergencies. It is called the Business Continuity Plan. This is still under development, but a few insights of this plan as mentioned below:

The employees working in the company can be mainly divided into two groups:

1. The office staff who are involved in documentation, the design team, etc.
2. Employees who work on the shop floor and those involved in manufacturing processes.

The 1st group can easily work from home in situations which do not permit travel to the factory. They will be guided using various digital platforms. They could also attend customers using online platforms.

The 2nd group cannot work from home as they are involved directly in manufacturing processes. So, strategies are being developed for them.

Positron is also working on strategies for survival and growth keeping the new normal in mind. The worst case scenarios are considered to plan and strategies.

The Way to Success: How Culture Drives Performance

"You cannot have faith in people unless you take action to improve and develop them".

—Sumantra Ghoshal

Positron implies taking the concept, 'The Smell of the Place', of a positive environment and culture that can help understand how you could create an environment that will allow the people in your organization to thrive. This concept was shared by Prof. Sumantra Ghoshal in 1995 during the World Economic Forum in Davos [7].

Prof. Sumantra Ghoshal shared the metaphor; he belonged to India, and when he visited India in summer, he felt exhausted. In summer it was extremely hot and very humid, the environment surrounding him costed him real energy. Later, he compared it to Fontainebleau, France, where he lived for a while and said that there was something about the smell of the trees in spring. He said, "When I go there, I go for a walk and I just can't just walk but I want to jump; I want to do something. I am energized." And that, he believed that large corporations have fabricated metropolis Calcutta in summer inside themselves and then they complain to their employees, "You are not changing company [8]".

Prof. Ghoshal questioned, "Do you have an environment that is empowering people, wanting people to do something that energizes them? Or is it an environment that feels as if there is a lot of pressure on you, where you are struggling to stay, to be there?" He believed that a lot of companies have this smell of the place that feels more like Calcutta. He felt that the challenge for managers of organizations is to transfigure behavioural circumstances into one that is and rejuvenate as the Fontainebleau forest in spring.

Metropolis Calcutta in Summer

Wonder about the behavioural circumstances as "The Smell of the Place". We elucidate a lot in management. The reality is that you can walk into a sales office, a factory, a head office, and in the first 15–20 min [9–11].

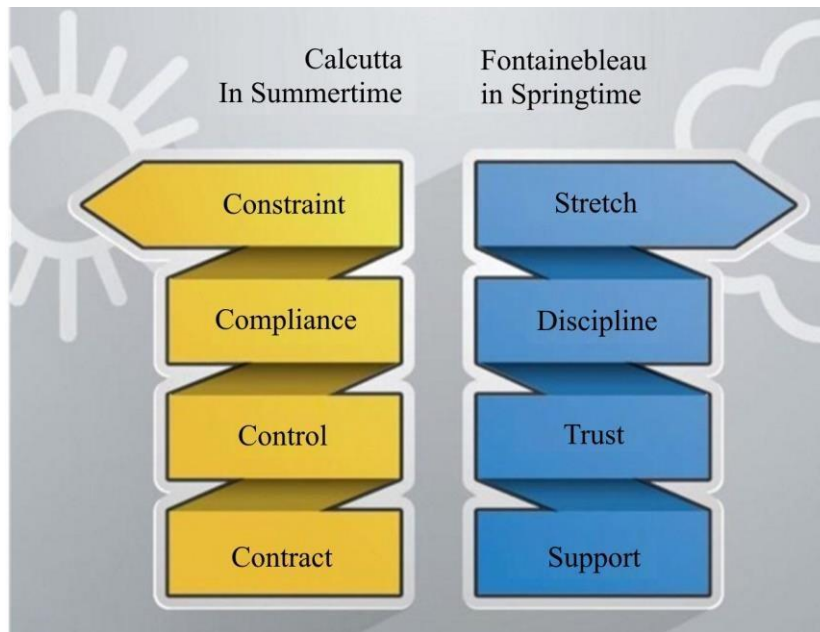


Figure 1. Characteristics of the Place in Most Traditional Companies.
 Source: Managing the Radical Change by Prof. Sumantra Ghoshal.

You will get to know a smell in the aspect of the hum. You will get to know a smell in the look and in people's eyes. You will get to know a smell from how they walkabout. What is the smell of the place in the front line units of most Indian Companies? Generally, their internal circumstances suffer from characteristics as shown in Figure 1.

- The first feature is Constraints. The managers of the companies take all the decision aspects to make all the choices. They are very intelligent, they have good enough staff, and they have lots of information. So, by-products, markets by customers, create magnificent tactics. They also work hard, for about 12 to 14 h a day, to be able to tell everyone exactly what needs to be done. But what all does that they do, mean to the people working in the sales office, in the factory, what all do that hard work of theirs, all aspects of the decision, all aspects of strategies. We put a lot of constraints on people instead of giving them the space, this environment of allowance, of enabling. Constraints on the alternative they can make; i.e. how they feel about the stuff that comes down from the top; constraints on how they can use their capability, creativity, and wondering; constraints on the delight and enthusiasm they can drive from acting on their own steam.
- The second characteristic is **Compliance**. The management creates all types of systems, Human resource planning system, financial budget system. Each system itself is described. However, it is because we have this infrastructure, this system that is about compliance, and about the people that need to comply with all the rules, regulations and policies in the organization.
- The third characteristic is **Control**. Why the top-level authority or a boss does exist? Why does the entire management infrastructure exist? As far as there are humble workers below the top level, there exists control. This is to ensure that the workers do not do the wrong things.
- The fourth characteristic is **Contract**. The job is the contract, the project undertaken is a contract, and budget is a personal contract. Although the team members are specialists in their work, they are told by their managers how to do the work. These are the terms controlled by the managers and the subordinates have to behave accordingly in the workplace.

Prof. Sumantra Ghoshal, in his research found that there are companies that have successfully managed to create an environment that is full of stretch, discipline, trust, and support.

Fontainebleau Forest in Spring

In our journey in exploring Positron, we got to know that this company is able to create and rejuvenate the internal environment that would accomplish high growth based on performance and strength of the behaviour of their people. Positron implies this kind of concept to rejuvenate the organization in a well systematic manner as shown in Figure 2.

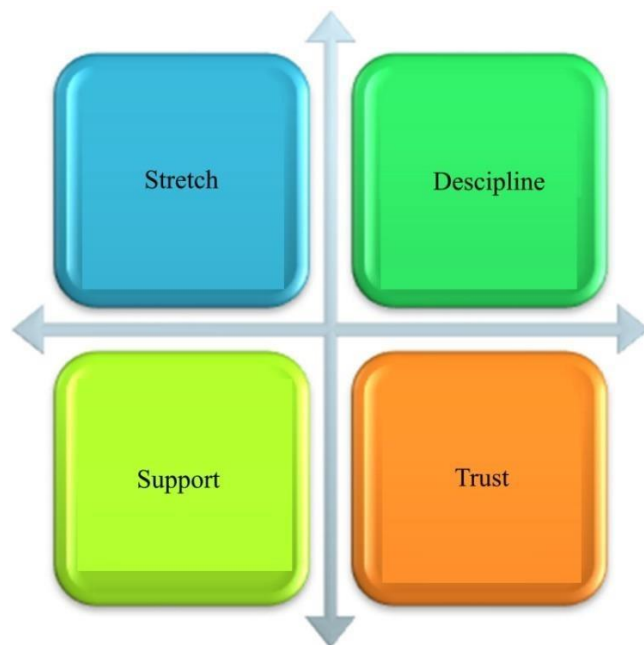


Figure 2. Characteristics of the Place for Organizational

Source: *Managing the Radical Change* by Prof. Sumantra Ghoshal.

Stretch

To create an environment that is like Fontainebleau, Prof. Sumantra says that it is the environment of stretch which is needed, where you give people the possibility to stretch themselves and to go beyond what they thought they could do. The feeling of jumping, of doing things is synonymous to get out of yourself and stretch.

At Positron

The environment has always been supportive towards employees. They have always encouraged them to stretch themselves beyond what they thought they could do. During lockdown, online discussions were conducted so that the employees could come up with new ideas that could be implemented after lockdown.

Compliance to Discipline

Discipline is management by faithfulness. It suggests that everyone does what is promised. The company protocols are clear; people are allowed to talk on any topic that affects him or her; at the end of any meeting, before any decision is taken, it is seen that the employees keep their opinions in front. This is done as employees are considered as a part of the organization.

At Positron

From the beginning, the company has always asked its employees to speak about different things which matter to them and the company. This was emphasized more during lockdown. Discussions were held with the employees and they were asked to give suggestions if they had. Later when the company began its operations, these suggestions were brought into actions. This in turn increased their productivity. It is observed that they now complete targets within 3 days, which used to take 5

days. The management and the employees at Positron go beyond compliance, and discipline plays its role in their growth.

Support Instead of Controlling

As and when control comes into picture, it is all about the management ensuring that the employees do not do wrong things. This is done by controlling every action of the employees. But once the employees feel that the management is not there to point out mistakes rather to help them win by personal guidance, coaching and mentoring; the entire role of management changes, where they are not seen as the exercises of control but as those who exist with the purpose of supporting only. There is a consistent chain of support up and down the hierarchy for both failures and success.

At Positron

There is nothing like controlling each other's actions or behaviour in the organization. Management at Positron has always engraved an image of the guide who is there to help. This has led in creating an environment that is supportive towards the employees and which encourages development. Every employee knows his work and is committed to that particular work. Without the management's order, the employees follow the work process. Everyone, from the lower-level management to upper-level management follows their responsibilities, support each other and accomplish their task, so this creates a supportive environment.

Finally, not Contract, but TRUST

If you do not trust people, it will result in an environment of fear. They won't have the guts to go beyond their comfort zone, to do or speak up about things. It is all about believing that your people can do more. That your people are key to success. Trust is a significant thing. What needs to be done about things is to make a shift that goes towards Fontainebleau, by having the conservation with your people, which will give everyone the chance to look at their working environment differently.

At Positron (Contract is Adjustments, Trust is Understanding)

The management considers all its employees to be a big family. As and when the people are in need of support, the company is there to help. This has helped in building trust in the employee-employer relationship. The employees are committed to each other and to their work, which has led to the delivery of quality goods. This has helped in increasing the trust amongst the customers, as the company has served them beyond their expectations. This trust has helped in bringing growth to the company all through these years. As the company paid the salaries of the employees even during COVID-19 crisis, the employees now are sure that Positron is the best place for them to work. The Trust that has developed in this crisis towards the company, is now binding them to give their best and perform better than before.

The concept, Smell of the Place, can be summarised as shown in the Table 1.

Table 1. Changing the Smell of the Place.

Existing	Desired
Control	Support
Constraint	Stretch
Contract	Trust
Compliance	Discipline

Source: *Managing the Radical Change* by Prof. Sumantra Ghoshal.

Profound Words of Wisdom

This section of the case study comprises the precious thoughts shared by Shri Venkatesh during his interview. These is needed to be highlighted as this would help the budding young entrepreneurs and managers to succeed in this world of competition.

Shri Venkatesh says that the company is a big family as a whole, the top leaders being the head of this family. As and when a person joins the company, he automatically becomes a part of this family. It is not only that the employee alone is a part but with him is his own family too. And it is the company's responsibility to look after the safety and security of the employee's family, because if his family is safe then only will he be a free thinker and could be able to give his 100% at work. Also, beyond the employee-employer relationship, there exists a sense of humanity. He adds, that businesses need to earn a lot of money, the sky is the limit but it should not only benefit the owners or management of the businesses. They should satisfy the needs of several people i.e., its employees and also the society.

As the company paid attention to the employee's needs during the lockdown, this gesture of theirs has been a game-changer in times of economic recession. Since the company has not deducted a single penny of theirs, it has led to an increase in trust, and a sense of belongingness has developed towards the company. It has led to an increase in their efficiency. Earlier the company had to spend on overtime of the employees, but in the current financial year, the company has not spent even 5% on overtime as compared to previous years. The employees are now able to complete projects in speculated time. Their efficiency has grown up to 30–40%, leading to an increase in productivity of the company. Since the employees are ready, the company can now take up new projects, indulge itself in product development, etc. also, the company is not having any threats of not having enough employees wherein other companies are facing problems.

This kind gesture of the company will be remembered for a lifetime and it can also carry forward by some. Because someone was kind to him someday, he will be kind to someone else and this is a chain reaction that will continue throughout.

Positron's strength lies in its employees and customers. The relationship they share with their customers cannot just be defined as a supplier-customer relationship, but it is something beyond it. The company serves its customers beyond their expectations. The company does not possess a separate marketing department, most of its marketing is done by its customers. He says his company's relationship with customers can be compared to the relation that a common man has with Windows OS. The common man prefers Windows OS, over Apple or any other OS. Almost 60% of the world's population used Windows OS. The drop in this was seen when Apple ventured into the OS market until then Windows ruled the OS market.

The reason behind the success of Windows is that it is user-friendly and its servers beyond customer's expectations and has read their requirements in advance. Adding to this, he recalls reading a book wherein Bill Gates said, "After twenty years whatever the market needs, I have on my table ready today". This tells that Bill Gates has set up a strong R&D unit that is working to develop applications even before their need is felt by the common man.

He adds the biggest problem of SSIs in Belagavi and across India is that they are into the market to just sell products and earn an ample amount of money. They never believe in investing in R&D, developing new products, innovating the existing ones, and if the market collapses, then they do not possess a backup mechanism and hence face huge losses. He says, Positron has a backup mechanism and they are always working towards innovation. They study different sectors and possible developments to happen in the next 20 years in that sector. Then based on that they decide the innovations to be made in their products.

The company has three types of plans namely,

- Long term plan for 10 years.
- Short term plan for 5 years.
- The immediate plan for 3 years.

Based on the type of project, the plan type is decided. Recently, the company executed one such 5-year plan. As we all know that the Govt. of India launched the Navami Gange initiative in 2014 and the Har Boond Ganga initiative, which involves the treatment of polluted water and sewage water. The treated sewage water is to be used for watering plants and also to produce power. The production of power involves the use of a heat exchanger. The company collaborated with a consultancy from 2015 in the development of a heat exchanger. And the first project was executed in 2020.

In today's business world, most companies think that investment means investing in machines, but little do they know that the machines need a human brain to run them. And a brain cannot be replaced by any machine, hence employees are irreplaceable, and at last, the organization is run by people and not by machines. Human resources, in business terms, can be called an investment. Be a human being. Treat employees as an investment, trust them, they are irreplaceable.

2021 has brought back lockdown as the cases of COVID-19 and are on the verge of peak spread. Though the condition is a little different, the expectancy of such a situation arising again was speculated. Long before the lockdown was announced, the company's management had decided to shut down for 10 days and action for this started last month. They were well prepared. The company has halted its processes for now.

Me. Venkatesh is a member of RSS (Rashtriya Swayamsevak Sangh), he says that it has played a vital role in his personality development. It believes and follows the principle of "Vaktya Nirman for Rashta Nirman", which means developing a person in such a way that he works for the development of the country "Bharat". He says it has taught him to be a Giver and has developed Seva Bhavana. It has nurtured a trait of competitiveness but not with others, "Don't compete with others, but compete with yourself. It will take you to the level you haven't thought of".

Lastly, Shri Venkatesh talks about employee engagement. Employees get motivated based on their involvement in decision-making; it might be right or wrong and not only on their salary. Since the company is physically closed, development programs are being conducted. Lectures on management, idea presentations, quality improvements, things we have to improve on, things we need to focus on which can be incorporated after lockdown are conducted on daily basis. Suggestions from any employee are encouraged and looked upon seriously.

Shri Venkatesh added, "Single point matrix does not work while running a company. It is not a single-man show, it is a group event and one who understands this, succeeds in the business. If we fear situations, even God won't be able to help us to overcome it".

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APPENDIX

Teaching Notes

Case Synopsis

In the world which is characterised by volatility, uncertainty, complexity and ambiguity due intense completion and unforeseen natural and made disasters such as the COVID-19 pandemic, it is imperative for the business to rethink, restructure and revive to rejuvenate in with the new normal. This case is about M/S Positron Engineering Corporation, a small scale industry in Belagavi, Karnataka. The case discusses the response of Positron to the challenges faced by the industry during the COVID-19 pandemic and subsequent lockdowns which lead to huge financial as well as human losses. The firm's top management charted the unconventional methods to respond to the challenge. Many other firms switched to the cost reduction model of business by cutting down human cost, reducing salaries etc., Positron did exactly opposite and looked at the situation with compassion and humanity. The case discusses about the steps taken by Positron Engineering Corporation to build confidence and trust among the stakeholders, especially human asset and the firm. The approach resulted in changing the smell of the firm which is full of discipline, trust, support and stretch, ultimately leading to efficient and sustainable working environment in the firm.

Target Group

This case is beneficial to all the students of management studies at graduate and post graduate level to understand importance of organization culture, ethical business practices and strategies for sustainable organic growth based on human value approach.

Learning Objectives

1. To appreciate the importance of firm's intervention at the critical time during the crises situation.
2. To study the strategy formation based on intangible elements such as human values, trust and ethical business practises.
3. To understand the process of change management by changing the working environment of the firm.
4. To recognise the need and ways of engaging with the employees not just as contract but based on trust.

Questions for Discussion

1. How did Positron respond to the unprecedented challenge of the COVID-19 pandemic? Discuss with reference to functions of management.
2. Discuss the steps taken by Positron to develop positive attitude of the employees.
3. Identify and explain human values upheld by Positron to create environment of trust and confidence in the firm.

Answers to Questions

Q1. How did Positron respond to the unprecedented challenge of the COVID-19 pandemic? Discuss with reference to functions of management.

The five functions of management are planning, organizing, staffing, directing and organizing.

1. *Planning:* Immediately, after announcement of lockdown, the management started planning with focus on helping employees. They came up with ideas and remedial measures, and decided to pay 2-months' salary followed by a yearly bonus. They also started planning to bridge the gap from where they were now to where they want to be in future if the same condition occurs.
2. *Organizing:* To keep the employees busy, online discussions, and meetings were held daily. The business meetings and marketing work, took place on digital platforms like Google Meet, Cisco Webex. In spite of all the difficulties, the management was putting in all the efforts to create an environment which would help the employees in giving their best performance. The employees and their families were provided with precautionary Ayurvedic medicines. They were informed to bring into notice if there was any problem in their neighbourhood. The employees who were residents of other states were provided with food grains.
3. *Staffing:* Employees were divided into two groups: the one who could work from home in situations which do not permit travel. They could also attend customers using online platforms. The other group of employees who work on the shop floor were provided with safety devices and regular health check-up was carried out and they were called to work by strictly following COVID-19 norms. If in case, company loses an employee or any management member, strategies are being developed on how will the company continue working.
4. *Directing:* It is all about leadership at top. The management was continuously in contact with the employees. The employees were continuously motivated by conducting online discussions. The crisis proved the quality of leadership Positron possesses. The leadership style based on human values is reflected in the words of Shri. Venkatesh, "It's been 20 years since the company has started, and if we are unable to manage two months' salary of the employees, then we aren't doing business in the right direction. All these years, the efforts that we have put into the business, will be counted as a waste".
5. *Controlling:* The management followed strict financial controls all through the lockdown. They decided to spend only on what is required. An exponential increase in the use of technology resulted in an online audit using Cisco Webex. Positron does not believe in control but focuses on trust.

Q2. Discuss the steps taken by Positron to develop positive attitude of the employees.

- During lockdown, discussions were held and the employees were asked to give suggestions if they had.
- Since the employees have felt that their existence matters, their productivity has increased.
- The employees are continuously involved in creative thinking, and are pushed to execute ideas to those into plans.
- The management provides support in every possible way.
- Without anyone's order, the employees follow the work process.
- "Contract is an adjustment" but, "Trust is understanding".
- Trust your people and give everyone a chance to look at their working environment differently.
- Business Continuity Plan: It is a backup plan to be followed, in case any emergency arises.

Q3. Identify and explain human values upheld by positron to create environment of trust and confidence in the firm.

Values that are reflected in the case are Compassion, Commitment, Ethical business practices, Innovation and Trust (The discussion is subjective in nature and hence no further explanation is given).

Relevant Theory for Discussion

The Concept of Smell of the Place by Prof. Sumantra Ghoshal published in his book, 'Managing Radical Change—What Indian Companies Must do to become World Class' by Penguin Books.