



Sindhi College

(Sponsors : Sindhi Seva Samiti)
#33/2B, Hebbal, Kempapura, Bengaluru – 560024
Permanently affiliated to Bengaluru City University
Re-accredited by NAAC Recognised by UGC under 2(f) & 12(B)
An ISO 9001:2015 Certified Institution

CENTRE FOR PG STUDIES

Report on Class Activity

Case Study

Subject: Knowledge Management & Innovation

Class: I Semester M. Com

Date: 14th March 2024

Time: 1.40 pm – 3.40 pm

Faculty: Dr M. Jubi.

Topic: Talent Management & Corporate Culture

Background of the Case Study

IKEA's Talent Management and Corporate Culture

In February 2019, Swedish furniture retailer IKEA Group (IKEA) launched an interesting recruitment campaign for the job interview process. The campaign interested Cecile candidates entering a room to give Athena news only to be confronted with a board inside the room that read that they had to assemble the chair kept in the room before proceeding with the interview process. The campaign comprising a short video recognized the fact that interviews should be the right mix of credentials, attitude, and character. According to IKEA, the candidate's enthusiasm to get the job done was a fit for the company's culture.

The retailer recruited employees based on values and beliefs rather than just on skills, experience, and other credentials. It fostered an 'egalitarian culture that offered full benefits even to part-time workers who worked for 20 hours or more per week. In 2017, global research and consulting firm Great Place to Work and Fortune named IKEA US among its 2017 Fortune 100 Best Companies to Work For. Analysts opined that its talent management initiatives and its strong corporate culture provided IKEA with a competitive advantage.

Though IKEA was touted to be an ideal employer in the retail market, it was hit with a lawsuit in the US court over alleged age discrimination in February 2019. Some IKEA employees stated that the retailer had fostered a culture of age discrimination wherein young workers were recruited and promoted over workers who were 40 years and older, thereby violating the Age Discrimination in Employment Act. IKEA had faced similar lawsuits alleging age discrimination in 2018. To add to its troubles, in February 2019,

IKEA faced a backlash for publishing a catalogue for Israel's Haredi (ultra-orthodox) community featuring photos of Haredi men and boys while excluding images of women or girls. The lawsuit demanded US\$4 million compensation from IKEA for the damage caused to Haredi women. IKEA, however, maintained that its culture placed emphasis on gender diversity. The retailer had a 50/50 rule i.e. employing an equal percentage of men and women on its management team.

Critics opined that IKEA as a company that claimed to value equality should not pave the way for more discrimination. Rather, they felt that the retailer should be working toward an equitable society as effective were viewed as equal members of the society, and put in place as effective global talent management system to acquire and retain its talent in other international markets.

1. Analyze how IKEA's talent management initiatives contributed to its success.
2. Understand the importance of talent/people in gaining a competitive advantage.
3. Understand how IKEA's corporate culture helped the employees in providing excellent service to its customers.
4. Understand how a company can put in place an effective global talent management system.

Solution

- 1. Analyse how IKEA's talent management initiatives contributed to its success.**

IKEA's talent management initiatives have played a significant role in its success through several key factors like a culture of empowerment and trust, allowing employees to take ownership of their work and make decisions independently. This encourages innovation, creativity, and a sense of ownership, which are crucial for driving the company's success. IKEA places a strong emphasis on training and development programs to nurture talent within the organization, Promotion of Diversity and Inclusion, Succession Planning and Career Development, Employee Engagement, and Well-being.

- 2. Understand the importance of talent/people in gaining a competitive advantage.**

- Talented individuals bring fresh perspectives, innovative ideas, and creative solutions to the table.
- Skilled and motivated employees are more likely to deliver high-quality work and exceptional service to customers.
- Talented individuals are often more adaptable and agile in responding to changes in the business environment. Their ability to quickly learn new skills, embrace change, and pivot strategies enables the company to stay ahead of competitors and seize new opportunities as they arise.
- Customer Relationships and Loyalty
- Efficiency and Productivity
- Culture and Employer Branding

- 3. Understand how IKEA's corporate culture helped the employees in providing excellent service to its customers.**

- IKEA's corporate culture emphasizes putting the customer first. Employees are encouraged to understand and anticipate customer needs, provide personalized assistance, and go above and beyond to ensure customer satisfaction.
- Empowerment and Autonomy
- Flat Organizational Structure
- Training and Development
- Teamwork and Supportive Environment
- Innovation and Continuous Improvement

Overall, IKEA's corporate culture prioritizes customer satisfaction, empowers employees, fosters

collaboration invests in training and development, and promotes innovation—all of which contribute to employees' ability to provide excellent service to customers consistently. By nurturing a supportive and customer-centric culture, IKEA creates a competitive advantage and builds long-term loyalty with its customers.

4. Understand how a company can put in place an effective global talent management system.

To put in place an effective global talent management system, a company should consider the following key steps:

- Define Talent Needs and Strategy
- Establish Talent Acquisition Practices
- Promote Diversity and Inclusion
- Provide Ongoing Development and Training
- Facilitate Mobility and Global Assignments
- Implement Performance Management Systems
- Build Succession Planning Processes
- Utilize Technology and Analytics
- Promote Employee Engagement and Well-being
- Continuous Evaluation and Improvement

By implementing these steps, a company can establish an effective global talent management system that attracts, develops, and retains top talent, enabling it to achieve sustainable growth and competitive advantage in the global marketplace.

Conclusion

In conclusion, IKEA, like many organizations, faces challenges related to gender and age discrimination in the workplace. These challenges include disparities in pay and advancement opportunities, unconscious biases, work-life balance issues, and stereotypes about older workers. Addressing these challenges requires a multifaceted approach that includes implementing inclusive policies and practices, promoting diversity and inclusion, providing training and education, and ensuring legal compliance. By addressing these challenges head-on, IKEA can strengthen its organizational culture, enhance employee satisfaction and retention, and ultimately drive sustainable business growth and success.

CASE STUDY

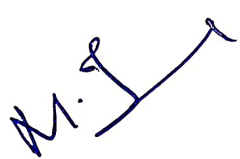
Subject: Knowledge Management & Innovation

Class: I Semester M. Com

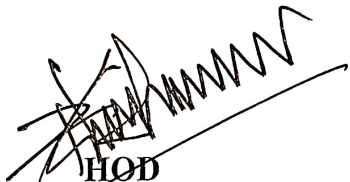
Topic: Talent Management & corporate culture

Students Participants List


Sl. No.	Name of the student
1	Ashwini G
2	Poornima
3	Rajeshwari A
4	Susana Maria J
5	Monica H V



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CENTRE FOR PG STUDIES

Report on Class Activity

Case Study

Subject: Corporate & Allied Laws

Class: I Semester M. Com [FA]

Date: 28th Feb 2024

Time: 1.40 pm – 3.40 pm

Faculty: Dr M. Jubi.

Topic: Foreign Exchange Management Act, 1999.

Background of the Case Study

One couple purchased house property jointly. After the death of lady ownership of her part transferred to two children. They sold the house property. Long Term Capital Gain arises. But one child who is a resident of the US wants to transfer his part to the US. Is it possible?

SOLUTION: The answer in this case is YES, a child residing in the US can transfer his part in the US.

A) The General Permission is available to NRI/PIO to repatriate the sale proceeds of the immovable property inherited from a person resident in India subject to the following terms and conditions;

- i) The amount should not exceed USD 1 Million, per financial year;
- ii) This is subject to the production of documentary evidence in support of the acquisition/ inheritance of assets and an undertaking by the remitter and certificate by a Chartered Accountant in the format prescribed by CBDT vide Circular No. 4/2009 dated June 29, 2009;
- iii) In case of a Deed of Settlement made by either of his parents or a close relative (as defined in Section 6 of the Companies Act, 1956 and Section 2(77) of the Companies Act, 2013) and settlement taking effect on the date of death of his mother or settlor;
- iv) The original Deed of Settlement and Tax Clearance Certificate /No Objection Certificate Form Income Tax Department should be produced for remittance of sale proceeds.
- v) Where remittance as above is made in more than one instalment, the remittance of all such instalments shall be made through the same Authorized Dealer.
- vi) In case of a foreign national, sale proceeds can be repatriated if the property is inherited from a person resident outside India with the prior permission of RBI. The Foreign National has to approach the RBI with the required documentary evidence in support of inheritance of the immovable property and a Certificate by CA as prescribed by CBDT.

(B) Immovable property acquired by way of inheritance/ legacy/ out of Rupee funds;

A Non-Resident Indian (NRI) / Person of Indian Origin (PIO) may remit an amount, not exceeding US \$ 1,000,000 (US Dollar One million only) per financial year out of the balances held in NRO accounts/sale proceeds of assets by way of purchase / the assets in India acquired by him by way of inheritance/legacy/ out of Rupee funds. This is subject to the production of documentary evidence in support of the acquisition, inheritance or legacy of assets by the remitter, and a tax clearance / no objection certificate from the Income Tax Authority for the remittance. Remittances exceeding US \$ 1,000,000 (US Dollar One million only) in any financial year require prior permission of the Reserve Bank.

In cases of the deed of settlement made by either of his parents or a close relative (as defined in Section 6 of the Companies Act, 1956 and Section 2(77) of the Companies Act, 2013) and the settlement taking effect on the death of the settler, the original deed of settlement and a tax clearance / No objection certificate from the Income-Tax Authority should be produced for the remittance.

Where the remittance as above is made in more than one instalment, the remittance of all such instalments shall be made through the same Authorized Dealer.

CONCLUSION

- i) The General Permission for repatriation of sale proceeds of immovable property is not available to a citizen of Pakistan, Bangladesh, Sri Lanka, China, Afghanistan, Hongkong, or Macau and that person is required to seek Specific Permission of RBI.
- ii) The Sale Proceeds of immovable property of a citizen resident in Nepal or Bhutan shall be made only in India Rupee.

CASE STUDY

Subject: Corporate and Allied Laws

Class: III Semester M. Com [FA]

Topic: FEMA

Students Participants List

Sl. No.	Name of the student
1	Mamatha V
2	Harsha R
3	Srinath G
4	Sachin
5	Manjula K R
6	Maseera Ali
7	Dwaraka Prasad T R
8	Gowtham A
9	Giriprasad M
10	Meghana


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