



DREAM COLLEGE - A CASE OF WHISTLE BLOWING

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Abstract

This case speaks about the concept of Whistle Blowing (Loyal to Organization-An act of disclosing wrong doing in an organization. like blowing a whistle to call attention to something wrong going on. A whistle blower is a person who tells the public or someone in authority about alleged dishonest or illegal activities (misconduct) occurring in an organization.) in Managerial practice of an Educational Business Organization, but still owners fails to understand the whistle of loyal employees.

Keywords: Dream College, Whistle blowing

Introduction

Dream Institute of Technology & Science, as a Technical Institute came into existence in 2008, under the leadership of Managing Director Mr. J.S Singh. This was in a fresh set up - a Technical Engineering & Management Institute wanted to promote a healthy, creative and encouraging environment for the growth of its students and launch them in a glittering professional career by providing well defined Infrastructure & ultra modern facility to students. The inceptor and owner wanted to enroll this institute as in the top institute of nation rendering best education in the field of Engineering & Technology. Mr. J.S Singh the Managing Director trying his best to meet the needs of this Educational business. The initial phase of operations and Internal & External communication of Institute initially two months was looked after by him and his family member Mr.K.A Singh. Later on he recruited one Director Mr.G.S Wani as per the norms and criteria of Educational standards.Mr.Wani took charge from him as a new Director of institute and started all leadership & authoritative figure activities of the Institute. But due to his age constraint and non familiarity of new advance technological factor he was lacking to launch this new Institute as compare to other newly open and renowned Institute of the city. Observing all this situations Mr. J.S Singh recruited some experienced and mature new team members in the organization to assist Mr.Wani with the consent of Mr.Wani and Mr.K.A Singh. Mr.Wani was retired from Govt.Department and at the age of sixty two years he entered in the field of education although he was having good experience of academic and Industry too but moreover as a sound administrator he was having very casual and liberal approach related to discipline of students, Administrative and academic responsibility of faculty and staff due to this reason a proper sound system was getting difficult to set up. Due to new Institute admission was also a difficult aspect to be handled as Mr.Wani was having the strategy to appoint fresher's for the academic purposes as he used to project that due to financial constraint we cannot afford higher salaried persons which also leads dissatisfaction to

students as up to some extent fresher faculty were not capable to satisfy their queries, gradually it resulted to absenteeism on their part and they themselves enrolled in various coaching classes and tuition. Gradually Mr.Wani started to protect his newly appointed team members as his team. They were sheltered by him and were confined to look after only teaching load rather than assisting in any developmental aspect towards the Institute and they were prevailing all the leave facility and other perks. There was a lot of mismanagement in regards with the proper allocation of roles & responsibility among the teaching and non-teaching staff members, wages and other increment related policies, R&D and other training programme for its employees. As a result all the mature staff members were responsible for extra work on holidays or doing overtime with less assistance of support system and man power as they used to receive direct instructions from the owner Mr. J.S Singh because due to age constraint of Mr.Wani, he used to think that he also has to manage the things as a leader he was having clarity of work to be completed with proper involvement of core team. In this manner the members of core teams were working for Organization under the instructions of both the authority. Meanwhile core team also realized the neglecting experience that Mr.Wani behaves little bit insecure with the suggestions and ideas of this core team.Although he never said no in front of any Management members but later on he used to withdraw the support system from them and tries to project the negative aspects and failure of suggested new ideas which was leading a sense of dissatisfaction among them. Simultaneously they (Core team member) also started to blow the whistle that organization is not going in a proper and smooth manner to obtain the desired goal of Academics. Mr. J.S Singh tried to manage all the worst condition and several times he advised to Mr.Wani that make a participative approach with the core team members as compare to newly appointed fresher faculty who are neither having stability towards the job and nor they are contributing effectively towards the growth of organization as they are sheltered by your liberal nature, but results remained the same.



Over the passage of time later Mr. J.S Singh realized that organization expansion cannot be dealt in isolation with only the dedication of core team members, Broadly, the involvement of other staff members is also required who were getting shelter and favoritism by the authority inspite of contributing in image & capacity building, of organization etc. It was always itself required to bring people willingly closer to the system. Mr. J.S Singh always believed in professional and professional grooming and development competency of his employees through well defined HR policy and other welfare aspects to the work force at various levels.

Observing almost three years overall situations of the organization and reviewing all the outcomes in of academics and administration in fourth year Mr. J.S Singh decided to have a new director for the Institute and one important factor was also that Mr.Wani has recently completed the grace period of his age(68 Years) as per the norms of AICTE.and secondary, Mr.J.S. Singh was having other business too which also requires his attention and presence to be taken care and institute cannot be run moreover on this pattern of two teams in a long run. All these recruitment responsibility of New Director was handled by Core team members in the leadership of Mr.J.S Singh. After three months a new Director Mr.Shekhar from a good academic background joined the Institute as new Director. Mr. J.S Singh and core team members were very happy that now Institute will move towards the desired aspect of goal along with new participative vision and leadership of new director.

Mr.Shekhar took charge from Mr.Wani and started to take care all the educational activities in the Institute .In the early phase of his joining he came to know about all the previous mishaps and whistle blowing of core team members to the Management towards the Institute and all the minute details of how Mr.Wani lost his chair in a wrong projection of existing faculty & Staff. Due to this effect of grapevine gradually he follows the same pattern of Mr.Wani he took all his team in confidence and started to protect them and started to again project to Mr. J.S Singh and Mr.K.A Singh that old core members who are working in this Institute from the inception they actually are white elephants and they are not contributing and not following properly my instructions for the development and in setting of discipline to ensure progress .In reality all the core members follows all the rules regulations made by him but he changes his consent as per his choice whenever he wanted and shows to management that they are not cooperating. Simultaneously he framed new regulations to throw out the existing staff also which were somewhat unethical. For the sake of discipline he started to deduct salary of staff on minor mistakes and started memo culture on every hour basis which also has negative impact on staff

members as they were working on a moderate salary. Due to all his dictator nature the core members started realizing that the slow poisoning about them to Mr. J.S Singh & Mr.K.A Singh was getting taking shape and he also starting scolding to core team members that they should cooperate and follow the instructions in a positive way in favor of organization. And within two months he had given recruitment ad in leading newspapers for faculty & staff hiring and circulated a notice to all core members and other faculty & staff that everyone has to re-apply for the same position as per the advertisement whether they are working from day one of the Institute. This was very much insulting and difficult to accept as he projected that he will make a new team in every department. The Core team members conveyed and blow the whistle several times to management that again the same scenario is going on and leadership is totally biased but nothing happen. As a result few core member and other employees feel that they should apply to other organization rather than accepting and re-apply to same Institute so that they could save their self esteem and may get some extra benefits by serving in some another Institute. During all this turbulence among the core team members and other some staff Mr. J.S Singh & Mr.K.A Singh who were approached several times by these members remained themselves silent. Looking all these internal changes other neighboring organization offers them an excellent opportunity with an attractive remuneration package with new career growth in their organization to meet the competition with other Institutes .Considering this proposal as more lucrative than as existing organization and neglecting behavior of authority all of a sudden the turnover of the competent employees at various levels stretching from core team held. Thus there was a lot of job shifting of old and dedicated members from organization which causes a real loss especially who blew the whistle.

Later on Mr.Shekhar recruited his own new team again fresher's and start working on the very much similar pattern of Mr.Wani with enjoying full authority with less responsibility. In spite of giving full autonomy and sound HR policies to Mr.Shekhar, Mr. J.S.Singh was continuously facing problems as new director and his newly appointed teams were not aware with the proper rules & regulations of the State Government in comparison with the old dedicated staff members. There was a system of delegation of duties & responsibility but again was no follow up of verification of completed task. Neither students nor stake holders were happy about the new dictator system as it was leading more confusion on their part.

One of the major core team members of organization Mr. Ram Krishna Chief program officer who was associated with inception of this Institute as a well

dedicated employee and rendered a valuable contribution towards the growth of institute was recalled by Mr. J.S.Singh again in Organization and within few days he presented some valuable facts and figures about the in-house internal critical situations of organization related to all the aspects including academics and administrative mishaps and illegal activities of Mr.Shekhar and improper use of organizational resources in his personal interest .

Looking in to all proofs and this situation Mr. J.S Singh & Mr.K.A Singh got shocked, surprised and thrilled with regret that why they did not believe to their whistle blowers.

As mention earlier too that being a new institute admission was also the main difficult or challenge was there. As forecasted by previous core team members that due to this prevailing unsatisfied approach and non familiarity of rules & regulations the bad effect will surely come on admission part and it was clearly reflected in failure of first ,Second and third phase of Admission counseling, as only few seats occupied by the Institute. In the mean while Mr.Shekhar arranged a good and more lucrative job in another Organization and shifted silently. Therefore retaining and re-managing the employees in Organization was a real task in front of Mr. J.S Singh regaining the image of Organization in a long run.

Questions

1. Identify the weak areas related to employee work culture of Dream's.
2. In your opinion that who was at fault Mr.J.S. Singh, Mr.Wani, Mr.Shekhar, or core team members support your answers with proper analysis of situation?
3. In your opinion what kind of protection should be given to under this sort of competitive environment between a boss and a for whistle blowers employee

subordinate staff by the Management of Organization?

Teaching Note

1. Synopsis:

This case is based on the concept of Whistle Blowing (Loyal to Organization-An act of disclosing wrong doing in an organization).in an organization but still owners fails to understand the employees.

2. Teaching Objective:

- i. To develop a vision towards the important aspects of Whistle Blowing.
- ii. To develop an understanding the attractive factors of appreciation to retain the efficient employees in limited resources.

3. Pedagogical Overview

- i. Distribution of cases to the students and allocation of 5 minutes time to understand then asked few students to perform the character roles.
- ii. Start with a Role play Exercise of discussed character of case.
- iii. Stimulate to deal the situations as per their logical analysis and understanding assuming themselves as the respective persons or employees associated with Dream's.
- iv. Next after completion deviation of team for Debate or counter attack towards thoughts.
- v. Suggestive solutions for problem through Brain Storming Session.
- vi. Then Open handed collective discussion to reach the sort out of issue.

4. Discussion in the Class

- i. Teacher's role will be as a facilitator.
- ii. Allow each participant to speak / express views.
- iii. Teacher should see that the case should be properly interpreted.