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[Subject: Organization and Management]

A CASE STUDY

ON

**ORGANIZATION AND MANAGEMENT OF THE ENTERPRISE - URJA
LABS**

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CHAPTER 1

INTRODUCTION

1.1 Background

Urja lab is a ICT company and innovation hub established in 2018 in Pokhara. It offers co-working spaces, startup incubation, IT solutions and training programs. The company emphasizes engagement, exploration and empowerment, specializing in technology, branding, startup consulting, and events, while focusing on innovation and skill development. The company is of individual but the branch and establishment of other from the company is in partnership of not more than 3 people. As the decision making from the odd partnership is easy.

1.2 Vision of the Company

The mission of the company are:

- The vision of the company is to be a leading ICT company in Nepal, providing innovative solutions and services to the clients.

- The company aims to be a hub for innovation and technology, providing a platform for young entrepreneurs to grow and develop their ideas.

- The company also aims to be a leader in the field of bioinformatics research, contributing to the development of the field in Nepal.

CHAPTER 2

ORGANIZATION

2.1 History

Before joining their bachelor's program, they were self-motivated, reading business model books and always focused on starting a company. In the 3rd year of their bachelor's degree, they started their own company with a vision to contribute to society by teaching trending topics in technologies rather than being a client-service organization. Driven by a passion for entrepreneurship, they actively hosted various tech occasions. Currently, they are excited about bioinformatics research.

2.2 Objectives

The company has the following objectives:

- Initial goal: Empowerment of the youths in entrepreneurship

- Convert to a corporate company

- Create events so that youth can showcase their talents

- Research in bioinformatics

2.3 Working of Organization

2.3.1 Input

2.3.2 Output

The company provides the following services:

- Brand Guidaeline and Development

- Digital Marketing

- Event Management

- Technical Support for Business

- Cources on UTC(Urja Tech)

- Incubation and Enterpreneurship

- Human Resource Management

2.4 Organizational Structure

The organizational structure of Urja Tech is hierarchical, characterized by multiple levels of management with a clear chain of command. This structure facilitates efficient supervision, decision-making, and accountability. Below is a detailed breakdown of the structure:

1. **Top-Level Management**

   CEO: The CEO holds the highest authority within the company and is responsible for overall strategic planning, decision-making, and company oversight.

   Directly Report to CEO:

   Legal Advisor: The Legal Advisor handles all legal matters, ensuring compliance with laws and regulations. They provide legal advice to the CEO and other departments, manage legal risks, and oversee any legal proceedings involving the company.

   Head Manager: The Head Manager oversees the company's daily operations and ensures the implementation of the CEO's strategic plans. They coordinate between various departments, ensuring smooth workflow and operational efficiency.

   CA(Chartered Accountant): The CA manages the financial operations of the company, including accounting, auditing, financial reporting, and budgeting. They ensure the financial health of the company and provide financial insights to support decision-making.

2. **Middle Management**

- Under the **Head Manager:**

  Manager: The Manager oversees specific operational areas or projects within the company. They ensure that their team meets performance targets and adheres to company policies.

  System Admin: The System Admin manages the IT infrastructure, including system maintenance, network security, and technical support. They ensure that the company's technology resources are efficient and secure.

  HR (Human Resources) Manager: The HR department handles recruitment, training, employee relations, and other HR functions. They ensure that the company attracts, retains, and develops the best talent.

3. **Operational Level**

- Under the **Manager:**

  Team Leader: The Team Leader supervises and guides a team of members, ensuring that tasks and projects are completed efficiently and effectively. They act as a bridge between the Manager and the team members.

4. **Execution Level**

- Under the **Team Leader:**

  Team Members: Team Members carry out specific tasks and projects as directed by the Team Leader. They are responsible for the execution of the company's day-to-day operations.
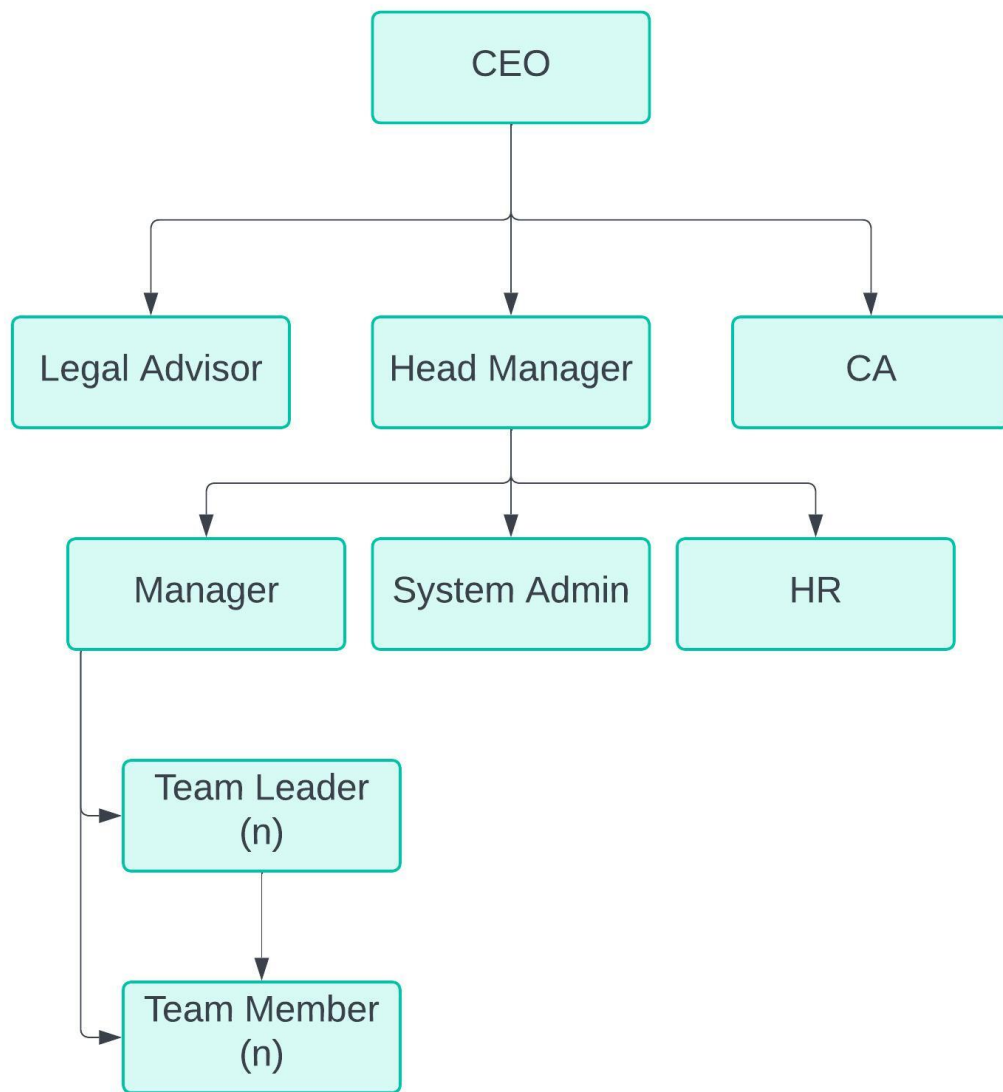
Figure 2.1: Organizational Structure of Urja Tech

2.5   Forms of Ownership

In the company, the CEO of the company is also the owner, making it a sole proprietorship. This business structure, where there is no legal distinction between the owner and the business entity, allows for complete control over all business decisions but also entails the risk of unlimited personal liability for the owner. Despite being a sole proprietorship, the company can still engage in partnerships with other businesses, including sister companies. Sister companies are separate legal entities that share common ownership or control, typically through a parent company. These partnerships can take various

forms, such as strategic alliances, joint ventures, or contractual agreements, where each entity maintains its own separate legal and operational structure. In such a partnership, the sole proprietorship might collaborate with sister companies for various purposes, such as resource sharing, market expansion, cost reduction, or innovation. Each entity in the partnership retains its own legal identity, but they work together to leverage their combined strengths. The exact nature of these partnerships would depend on the agreements made between the companies and the strategic objectives they aim to achieve.

CHAPTER 3

MANPOWER MANAGEMENT

3.1 Personnel Policies and Manpower Planning

Personnel Policies ensure that an organization manages its workforce consistently and fairly, covering areas such as recruitment, conduct, compensation, performance management, and workplace safety. Most of these things are overviewed by CEO himself with consultant from his legal adviser and HR polices so that it stays quiet firm and make many decision-making aspects go very smooth without question its judgement.

Manpower Planning involves forecasting future human resource needs and developing strategies to meet those needs, ensuring the organization has the right employees to achieve its goals. In order to recruit manpower, they sent out many vacancies on LinkedIn for able and skilled employee. They also take recruits from their sister company of URJA TECH ACADEMY by giving them a project to check their level.

3.2 Recruitment and selection of manpower

3.2.1 Based on HR Policy

From the above mention planning and policies, the company may choose their best candidate to work from their own Academy.

3.2.2 Interview Process Overview

Our comprehensive interview process is designed to evaluate candidates thoroughly across multiple dimensions, ensuring they are a good fit for both the role and our organizational culture. The process consists of three distinct phases:

- Phase 1: General Interview

  The first phase of the interview process is the General Interview. This initial interview serves multiple purposes:

- Introduction and Overview: The candidate is introduced to our company's mission, vision, values, and culture. This helps in setting the context for subsequent interviews and ensures the candidate understands what we stand for.

- Resume Review: The interviewers review the candidate's resume in detail, discussing their previous work experience, education, and any other relevant information. This helps in verifying the credentials and understanding the candidate's background.

- General Competency Assessment: The candidate is assessed on general competencies and soft skills such as communication, problem-solving, teamwork, and adaptability. Behavioral questions are often used to understand how the candidate has handled various situations in the past.

- Phase 2: Field-Specific Interview

  The second phase focuses on the technical and field-specific skills required for the role:

  - Technical Knowledge Assessment: Candidates are evaluated on their technical expertise and field-specific knowledge. This may include theoretical questions, practical problems, case studies, or technical tasks relevant to the position they are applying for.

  - Skills Verification: The candidate's ability to apply their knowledge in real-world scenarios is tested. This may involve situational questions or live demonstrations of skills, depending on the nature of the job.

  - Discussion with Subject Matter Experts: The candidate will have an in-depth discussion with senior team members or subject matter experts who can assess the candidate's proficiency in the specific field. This ensures that the candidate has the necessary expertise to excel in the role.

- Phase 3: Solo Interview (Perspective and Attitude-Based)

  The final phase is the Solo Interview, which focuses on the candidate's personal attributes and cultural fit:

- Perspective Evaluation: Interviewers assess the candidate's perspectives on various work-related and ethical scenarios. This helps in understanding the candidate's thought process, decision-making abilities, and how they align with the company's values.

- Attitude and Cultural Fit: The candidate's attitude towards work, their motivation, and their alignment with the company culture are evaluated. Questions may be centered around hypothetical situations to gauge the candidate's reactions and approach.

- Self-Reflection and Future Goals: The candidate is encouraged to reflect on their career journey, strengths, weaknesses, and future aspirations. This helps in understanding their long-term goals and how they envision their growth within the company.

In this way, the selection of employee or a new manpower is done through these three phases of interview. It may seem the second round is mostly important for many peoples, the third round of interview is actually important to land the job.

3.3 Training and development of manpower

3.3.1 Reach Out to the Tech Masters

Engaging with experienced professionals in the technology field is a vital part of training. These "tech masters" can be mentors, trainers, or industry experts who provide valuable insights and hands-on knowledge.

Benefits:

- Expertise Access: Trainees gain access to a wealth of knowledge and real-world experience.

- Personalized Learning: Mentors can tailor training to individual learning needs and styles.

- Networking: Building relationships with established professionals can lead to future opportunities and collaborations.

Implementation:

- Mentorship Programs: Pair trainees with seasoned professionals for one-on-one guidance.

- Workshops and Seminars: Organize sessions where tech masters share their expertise on specific topics.

- Guest Lectures: Invite experts to give talks or conduct webinars on relevant subjects.

3.3.2 Online Resources

Leveraging online resources is essential for modern training programs. These resources include online courses, tutorials, webinars, forums, and e-books that provide flexibility and a wide range of learning materials.

Benefits:

- Flexibility: Learners can access materials at their own pace and convenience.

- Diverse Content: A vast array of topics and formats cater to different learning preferences.

- Cost-Effective: Many high-quality resources are available for free or at a low cost.

Implementation:

- E-Learning Platforms: Utilize platforms like Coursera, Udemy, LinkedIn Learning, or Khan Academy for structured courses.

- Webinars and Tutorials: Encourage participation in live webinars and video tutorials on platforms like YouTube or specific tech sites.

- Discussion Forums: Promote engagement in forums such as Stack Overflow, Reddit, or specialized tech communities to solve problems and share knowledge.

3.3.3 Providing Work that hones their skills

Practical experience is crucial for reinforcing learning. "Work, work, work" emphasizes the importance of hands-on practice, projects, and real-world application of skills.

Benefits:

- Skill Application: Practical tasks help consolidate theoretical knowledge and develop problem-solving skills.

- Experience Building: Real-world projects provide experience that is valuable for future employment or career advancement.

- Confidence Boosting: Completing projects and solving problems builds confidence in one's abilities.

Implementation:

- Project-Based Learning: Assign projects that require applying learned concepts to create tangible outcomes.

- Internships and Practicums: Facilitate opportunities for trainees to work in real-world environments through internships or practicum programs.

- Hackathons and Competitions: Encourage participation in hackathons, coding challenges, or other competitions to foster a competitive and collaborative spirit.

3.4 Job evaluation and Merit System

For the job evaluation, the company has decided to use following factors into consideration for the employee.

- Rewards

  - Incentives: Monetary (bonuses, raises) and non-monetary (recognition, extra time off).

  - Benefits: Boosts motivation, retention, and productivity.

- Implementation: Performance bonuses, recognition programs, and additional perks.

- Self-Assessment

  - Purpose: Employees evaluate their own performance.

  - Benefits: Enhances self-awareness, ownership, and continuous improvement.

  - Implementation: Use structured templates, regular intervals, and goal setting.

- Evaluation through Performance

  - Overview: Performance reviews with face-to-face feedback.

  - Benefits: Provides clear feedback, strengthens relationships, aligns goals.

  - Implementation: Use performance metrics, conduct review meetings, document evaluations.

- 1 to 1 talk

  - Purpose: Personalized feedback and support.

  - Benefits: Builds trust, offers tailored advice, addresses issues promptly.

  - Implementation: Regular check-ins, open dialogue, develop action plans.

As the company is currently in stagnant stages, they had chosen not take a bold step to put themselves in bigger stage. Putting themselves in a position not take consideration of merit system or rating for the employee as it might not be effective.

3.5 Removing of manpower

Sometimes it requires a few bold actions for a company to work in a very sustainable manner without destroying the ecosystem the company has provided over the past few years. So removing some of the employee re always a option for top of the management.

There are few considerations given while removing manpower.

- Intern:

  - They may get remove with immediate effect, without consideration.

  - Friends are allowed to intern there as it may disturb the ecosystem and prevention from groupism

- Beginner Member:

  - They will be given a few weeks notice before they are removed from the job.

- Senior Member:

  - They will be given two or three months notice before they are removed from the job.

  - They will also be compensated with some money about few months salary.

CHAPTER 4

Working Procedure

In this chapter, we are going to discuss the major income source and company major goal from its establishment. Though there are many other fields the company has laid their work, we are only discussing the main topic here.

4.1 Digital Marketing

Digital marketing involves creating or promoting products or services through various online channels to reach a broader audience. Here's a step-by-step procedure to effectively plan and execute a digital marketing strategy.

1. Define Goals and Objectives

   - Set Clear Goals: Here Goals and Objective of product are done through discussing with client by being reasonable without making trouble for any stakeholders. A product has to fall under SMART objective rule as SMART stands for (Specific, Measurable, Achievable, Relevant and Time-Bound).

2. Identify Target Audience

   - Market Research: Conduct thorough market research to understand your audience's demographics, interests, online behavior, and pain points.

   - Buyer Personas: Create detailed buyer personas to represent your ideal customers. This helps tailor your marketing messages and strategies.

3. Develop a Digital Marketing Strategy

   - Choose Channels: Select the digital marketing channels that align with your goals and target audience. Common channels include social media, search engines, email marketing, content marketing, and paid advertising.

- Content Strategy: Plan your content, including blog posts, videos, infographics, social media updates, and email newsletters. Ensure the content is relevant, valuable, and engaging.

- Keyword Strategy: Conduct keyword research to identify terms your target audience is searching for. Use these keywords to optimize your content for search engines.

4. Create a Budget

- Allocate Resources: Determine how much budget you will allocate to each digital marketing channel. Consider costs for content creation, advertising, tools, and software.

- ROI Calculation: Estimate the expected return on investment (ROI) for each channel to ensure your budget is spent effectively.

5. Implement the Strategy

- Content Creation: Produce high-quality content tailored to your audience and goals. Ensure consistency in your brand message across all channels.

- SEO Optimization: Optimize your website and content for search engines to improve organic visibility. This includes on-page SEO (keywords, meta tags, headings) and off-page SEO (backlinks, social signals).

- Social Media Marketing: Create and schedule posts on selected social media platforms. Engage with your audience by responding to comments and messages.

- Email Marketing: Build an email list and send targeted campaigns. Personalize your emails based on customer segments and behavior.

- Paid Advertising: Run pay-per-click (PPC) campaigns on platforms like Google Ads, Facebook Ads, and LinkedIn Ads. Monitor and adjust your ads to maximize performance.

6. Monitor and Analyze Performance

- Analytics Tools: Use tools like Google Analytics, Google Search Console, and social media analytics to track the performance of your campaigns.

- Key Metrics: Monitor key performance indicators (KPIs) such as website traffic, conversion rates, click-through rates (CTR), and engagement metrics.

- Regular Reports: Generate regular reports to assess the effectiveness of your digital marketing efforts. Identify what is working and what needs improvement.

7. Optimize and Adjust

- A/B Testing: Conduct Alpha/Beta tests on your content, ads, and landing pages to determine what works best.

- Adjust Strategy: Based on the performance data, make necessary adjustments to your strategy. This might include reallocating budget, changing content types, or refining your target audience.

- Continuous Improvement: Digital marketing is an ongoing process. Continuously test, learn, and optimize your campaigns to stay ahead of the competition and meet your goals.

4.2 Entrepreneurship Empowerment

Entrepreneurship empowerment is the process of equipping individuals with the skills, knowledge, and resources necessary to start and grow their own businesses. It involves fostering an environment that encourages innovation, risk-taking, and the pursuit of new business opportunities. Here's an in-depth look at the benefits, and key elements of entrepreneurship empowerment.

1. Strategies

- Incubators and Accelerators: Establishing business incubators and accelerators can provide startups with the resources, mentorship, and support needed to grow. These programs often offer office space, training, and access to a network of investors.

- Workshops and Seminars: Regular workshops and seminars on various aspects of entrepreneurship can help to aspire entrepreneurs gain practical

knowledge and stay updated on industry trends.

- Microfinance and Microcredit: Providing small loans and financial services to entrepreneurs who lack access to traditional banking can help them start and expand their businesses.

- Policy Advocacy: Advocating for policies that support entrepreneurship, such as reducing bureaucratic hurdles, improving access to capital, and offering tax incentives, can create a more favorable environment for entrepreneurs.

- Community Support: Building a strong community of entrepreneurs who support each other can foster a culture of entrepreneurship. Networking events, online forums, and local business groups can provide valuable peer support.

2. Key Elements

- Education and Training: Providing aspiring entrepreneurs with the necessary education and training is crucial. This includes formal education in business management, finance, marketing, and practical training in specific industries.

- Access to Finance: One of the significant barriers to entrepreneurship is access to capital. Empowerment programs should facilitate access to various financing options such as loans, grants, venture capital, and crowdfunding.

- Mentorship and Networking: Connecting entrepreneurs with experienced mentors and a robust network of business contacts can provide invaluable guidance, support, and opportunities for collaboration.

- Regulatory Support: Governments and institutions can empower entrepreneurs by creating a conducive regulatory environment. This includes simplifying business registration processes, providing tax incentives, and protecting intellectual property rights.

- Market Access: Entrepreneurs need access to markets to sell their products or services. Empowerment initiatives can help by providing market research, marketing support, and facilitating entry into new markets.

CHAPTER 5

MOTIVATION

5.1 Key Elements

Motivation in an organization is essential for driving productivity, engagement, and job satisfaction among employees.

- **Clear Goals and Objectives:**

  - **Alignment with Vision and Mission:** Employees understand how their work contributes to the overall goals of the organization.

  - **SMART Goals:** The company has set specific, measurable, achievable, relevant, and time-bounded goals to provide clear direction and purpose.

- **Recognition and Rewards:**

  - **Performance-Based Rewards:** Incentives such as bonuses, promotions, and raises are provided to encourage employees.

  - **Recognition Programs:** Public recognition, awards, and acknowledgments for exceptional work.

  - **Non-Monetary Rewards:** Opportunities for professional development, additional responsibilities, or flexible working conditions.

- **Wages and Incentives:**

Position	Salary Range (Rs)
Interns	5,000 to 20,000
Junior Developers	25,000 to 45,000
Mid-level Developers	50,000 to 90,000
Senior Developers	90,000 to 1,10,000

Table 5.1: Salary Ranges for Different Positions

- **Career Development:**

  - **Training and Development:** Regular opportunities for employees to learn new skills and advance their careers.

  - **Mentoring and Coaching:** Access to mentorship and coaching to support personal and professional growth.

- **Engaging Work Environment:**

  - **Positive Workplace Culture:** A supportive and inclusive culture that values teamwork and collaboration.

  - **Work-Life Balance:** Policies that support a healthy work-life balance, such as flexible working hours and office celebrations.

- **Empowerment:**

  - **Trust:** Building a culture of trust where employees feel confident in their roles and responsibilities.

- **Supportive Leadership:**

  - **Open Communication:** Transparent and open communication channels between management and employees.

  - **Support and Feedback:** Regular constructive feedback and support to help employees improve and succeed.

- **Compensation and Benefits:**

  - **Fair Compensation:** Providing competitive salaries that reflect the value of the employee's work.

  - **Comprehensive Benefits:** Offering benefits such as outings and paid time off to meet employees' needs.

- **Social Interaction:**

  - **Social Interaction:** Opportunities for socializing and building relationships within the workplace.

CHAPTER 6

SUGGESTION

CHAPTER 7

CONCLUSION

From our case study, we have concluded that software development in Nepal is in a progressive phase. URJA LABS is the leading company to conduct various entrepreneurship empowerment programs as well as has huge hand in digital marketing. URJA LABS also has been providing lots of contribution in the development of software in Nepal. The personnel management at URJA LABS is one of top class, which has helped in recruiting talented employees as well as sharpening the talents in the field of entrepreneurship of many young people from its sister company, URJA ACADEMY.

The most of the employee are motivated and satisfied from their jobs. Being located in our developing country, URJA LABS plays an incredible role on providing many services, business which promotes the digital life of the country as it needs to compete with global.

Even on local level of Pokhara and has a co-working space at Kathmandu as well. This makes it more diverse in the country itself, and it has run many events on Pokhara's many institutes.