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A CASE STUDY REPORT

ON

THE ORGANIZATION AND MANAGEMENT OF URJA LAB

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CHAPTER 1

INTRODUCTION

1.1 Background

Figure 1.1: Urja Lab Logo

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 bachelor's program by CEO, he was self-motivated, reading business model books and always focused on starting a company. In the 3rd year of his bachelor's degree, 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, the whole team 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

- Urja Lab has made a clear short-term and long-term strategy to meet their goals.

- The company has a very few to none competitor in the valley. They have performed market analysis to follow current trends, analyse competitors and anticipate customer needs.

- Company has a detailed financial policy, performs regular financial reporting.

- Following the demands and industrial trends, human resources are recruited and proper training and development programs are set for them along with compensation and benefits.

- The company has Legal Advisor who provides legal advice when needed.

- Urja Lab does minimal marketing as it has already made its presence in the valley.

- Company provides a friendly environment and proper environment for everyone to communicate.

2.3.2 Output

The company provides the following services:

- Brand Guidaeline and Development

- Digital Marketing

- Event Management

- Technical Support for Business

- Cources on UTA(Urja Tech Academy)

- Incubation and Enterpreneurship

- Human Resource Management

2.4 Organizational Structure

Urja Lab has a functional organizational structure, which entails several layers of management that are in favor of a linear authority system. This arrangement promotes effective monitoring, making decisions, and assuring people. The detailed breakdown of the structure is shown below.

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.

Legal Advisor: The Legal Advisor handles all legal issues to make sure that the laws and rules are followed. They offer legal advice to the CEO as well as other departments, manage legal risks and administrate cases related to the company.

Head Manager: The Head Manager on the other hand is responsible for day to day operations in the company

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 Level Management**

   Manager: The Manager ensure that their team meets performance targets and sticks to company policies.

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

   HR (Human Resources) Manager: The HR department handles recruitment, training, employee relations, ensuring company finds the best talent.

3. **Operational Level**

   Team Leader: The Team Leader supervise and guide their members to ensure the tasks and projects are completed efficiently and effectively meeting the requirements

4. **Execution Level**

   Team Members: Team Members are basically responsible for the execution of the company's dat to dat operations, carry out specific tasks and projects as provided by the team leader.
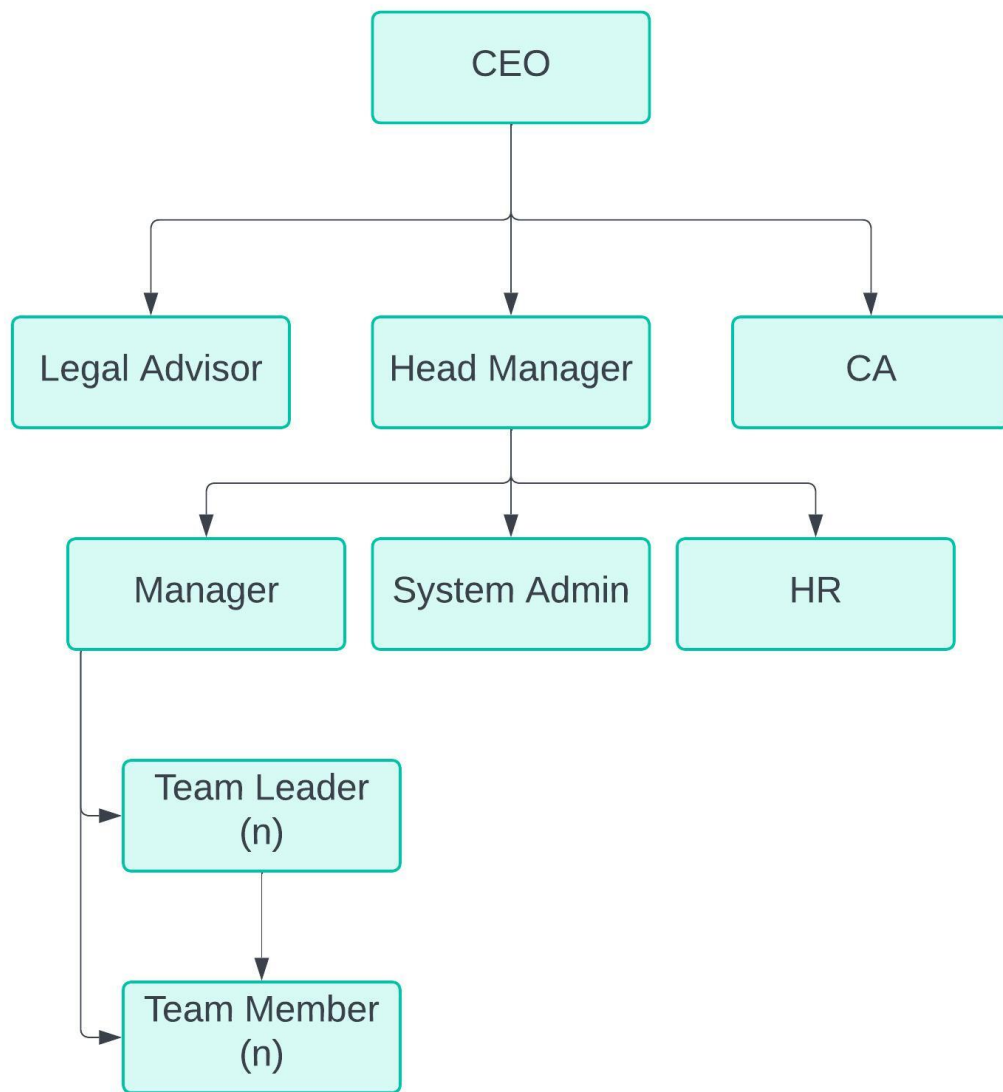
Figure 2.1: Organizational Structure of Urja Lab

2.5   Forms of Ownership

This business operates similarly to a sole trader, where the company's head, often the Chief Executive Officer, is also the owner. This structure means there is little distinction between the owner's personal life and business decisions, making the owner accountable for the company's losses or obligations.

Despite being a sole trader, the business can still engage with other firms, including sibling companies. Sister companies are separate legal entities under the same ownership, commonly through a corporate group. These affiliations can involve various partner-

ships, such as mergers, strategic alliances, joint ventures, consignment, or franchising. These arrangements allow each entity to maintain its distinct legal and operational identity while cooperating for mutual benefit.

A sole proprietorship can partner with sister companies to share resources, cut costs, expand markets, or develop new products. Each business retains its individual identity but collaborates as part of a larger group. The partnerships vary depending on the relationships between the companies and their specific strategic goals, allowing for diverse forms of cooperation.

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 satisfying the human resource needs and developing strategies ensuring the organization has the right employees to achieve its goals. In order to recruit manpower, they post vacancies on LinkedIn and other social media. 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 section 3.1, the company may choose their best candidate to work from their own Academy.

3.2.2 Interview Process Overview

The comprehensive interview process is designed to evaluate candidates thoroughly across multiple dimensions, ensuring they are a good fit for both the role and the 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 tackle on general 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 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 experts who are professionl 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 with the CEO, 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, motivation, and alignment with the company culture are evaluated. Questions may be hypothetical situations to observe 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 view 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 master share their expertise on specific topics.

- Guest Lectures: Invite experts to give talk as well as 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: Employee can access materials at their own pace and convenience.

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

- Cost-Effective: Many high quality resources are available for free or 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 programs.

- Hackathons and Competitions: Participate in hackathons, coding challenges, or other competitions to built skills and test abilities.

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: Bonuses, raises, recognition, extra time off.

    - Benefits: Boosts motivation 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 (Specific, Measurable, Achievable, Relevant and Time-Bound).

2. Identify Target Audience

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

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

3. Develop a Digital Marketing Strategy

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

- Content Strategy: Content planning including blog posts, videos, social media updates, and email newsletters. Ensure the content is 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: Estimating Return on Investment (ROI) for each channel to ensure your budget is spent effectively.

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.

4.2.1 Strategies

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

- 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.

- Community Support: Building a strong community of entrepreneurs who support each other can foster a culture of entrepreneurship.

CHAPTER 5

MOTIVATION

5.1 Key Elements

Motivation in an organization is crucial to ensure employees work hard where they are assigned and to meet the organization's goals and objectives. The following are key elements of motivation in an organization:

- **Clear Goals and Objectives:**

  - **Alignment with Vision and Mission:** The employee know where and how they fit in the company and the work they are expected to do.

  - **SMART Goals:** Specific, measurable, achievable, relevant (SMART) targets have been established with the company in mind.

- **Recognition and Rewards:**

  - **Performance-Based Rewards:** A bonus, promotion, and other forms of incentive are also other aspect that is used to motivate people.

  - **Recognition Programs:** They include public acclaim/acknowledgment, award, and acknowledgment.

  - **Non-Monetary Rewards:** Internships may open doors to professional development and either advertising or taking jobs to the employees.

- **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:** Purposeful and frequent training for employees to learn new skills and advance their careers.

  - **Mentoring 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 AND RECOMMENDATION

Here are the Suggestions that we'd like to give to others what we've learned from the URJA LABS.

1. Always have an odd number of partners.

2. Have a clear vision and goal.

3. Create a comprehensive business plan and model.

4. Build a strong and capable team.

5. Form strategic partnerships.

6. Define clear roles and responsibilities.

7. Manage finances wisely.

8. Secure necessary funding.

9. Focus on customer satisfaction.

10. Choose the right legal structures.

11. Stay informed and adapt to changes.

12. Learn from failures.

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.

Here is the glimpse of the day:

Figure 7.1: Group Photo