



Work-from-Home: Benefits and Costs

An Exploratory Study in the Indian Context

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FOREWORD

CII has been advocating Industry - Academia collaboration as a synergistic partnership for many years. The prestigious CII – SERB (now ANRF) PM Fellowship for Doctoral Research scheme is a unique example of industry – academia collaboration supported by Government of India. The initiative has been running successfully with 376 fellowships been awarded so far.

The CII National Higher Education Council under the Chairmanship of Dr Naushad Forbes, Past President, CII & Co Chairman, Forbes Marshall is taking significant initiatives to improve the quality of research and faculty development besides improving the industry readiness of passing graduates of Higher Education Institutes. The Council has segmented its efforts into task forces, each addressing pivotal aspects of Higher Education and providing insights on gaps and avenues of improvement.

The present study is a first of its kind joint initiative of CII and the reputed Faculty of Management Studies (FMS), University of Delhi. A combined study, it explores the cost-benefit analysis of Work from Home in the Indian context.

While work from home (WFH) became a buzzword during the Covid—19 pandemic for almost all kinds of organisations (barring a very few) in India and globally, many organisations continued with WFH or a kind of hybrid mode of working in workplaces. While benefits are visible in WFH and hybrid mode, there are limitations too. This exploratory study presents interesting insights on benefits connected with WFH and also challenges associated with it in the Indian context.

I extend my gratitude to Prof Vivek Suneja, Professor of Strategy, Faculty of Management of Studies (FMS), University of Delhi and his colleagues for their engagement in conducting the survey and research. I am sure that the interesting facts from the study will help guide businesses and policymakers in carefully calibrating workplace policies for greater productivity.



Chandrajit Banerjee
Director General, CII

FOREWORD

The Task Force on Research and Innovation and Collaboration between Higher Education Institutions and Industry of the CII National Higher Education Council felt that there is a need to foster collaboration beyond the areas of science and technology. Indian industry needs to work with the management institutes of the country to research various organisational and managerial issues that impact the competitiveness and health of industry and the well-being of its stakeholders.

As a starting point and as an exemplar, it was decided that CII would conduct a joint research study with FMS (Faculty of Management Studies, University of Delhi) on the Benefits and Costs of Work-from-Home. In recent times, especially after the outbreak of the covid pandemic, many organisations in India have adopted remote and hybrid work practices. There is a dearth of systematic research on the impact of such practices. The research study would examine the benefits and costs of work-from-home for employers, employees, and the macro-environment.

As the author of the research study, I would like to acknowledge the contributions of various faculty members in FMS. In particular, I would like to thank Dr Rashmi Ahuja who helped with the presentation of the statistical data. I also wish to thank her and other faculty in the strategy and economics domain in FMS for their constructive suggestions and comments including Prof Soma Dey, Dr Prabhjot Kaur, Dr Aasheerwad Dwivedi, Dr Nabajyoti Deka, Dr Deepti and Dr Anabel Benjamin Bara. I wish to express my gratitude to Prof Venkat Raman, Dean FMS, for his very kind support.

I wish to acknowledge my thanks to CII especially to Mr R Mukundan, Chairman, Task Force on Research and Innovation and Collaboration between Higher Education Institutions and Industry, Dr Naushad Forbes, Chairman, CII National Higher Education Council and Mr Subhajit Poddar, Director – Education, CII for their invaluable suggestions and support in carrying out this study.

This research study is an exploratory study and yields interesting findings and insights that can be investigated further. The study exemplifies how research collaboration between industry and management institutes in various areas of mutual interest may contribute to innovation and improvements in managerial practice and policy.



Vivek Suneja

Professor of Strategy, Former Dean

FMS (Faculty of Management Studies, University of Delhi)

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HISTORICAL AND CONCEPTUAL BACKGROUND

The Covid epidemic necessitated a shift to remote work in many organisations across the globe, including in India. This shift was of course not uniform across all sectors, industries, and activities. Manufacturing, agricultural activities and some services such as tourism, construction and transportation offered fewer natural opportunities for remote working. The converse was the case for activities involving the production and transmission of information. This included a whole host of knowledge-based work relating to diverse sectors such as information technology, business consulting, legal services, architectural services, financial services, tele-medicine etc. Given the dominance of the services sector in the Indian economy, the shift to work-from-home was quite significant. Even in the manufacturing sector, some managerial work and support services were conducted remotely.

As is well known, the advent of vaccines and moderation in the incidence of the virus did not see a full return to the workplace. In some cases, such as in the IT industry, employees continued to work largely from home. In many others, a hybrid work arrangement has come to be the new norm, with employees coming to the office some days of the week and working from home or some other remote location, for the remaining days.

The shift to home / remote working has brought some obvious benefits to both employees and employers. For employees, this has meant a reduction in commuting time and costs - this can be a very significant factor when offices are located in city centres of large metropolitan cities such as Mumbai, Bengaluru, Hyderabad or Delhi. Employees may also save on residential costs since they may not be constrained to stay close to their place of work. Given the skyrocketing rental costs in many congested Indian cities, this can be a source of great benefit to the employees. The flexibility provided by the new work arrangements has been welcomed by many employees since it allows individuals to schedule work and rest as per their unique requirements. Women and men involved in rearing young children may find hybrid work to be particularly attractive.

Employers too may benefit from remote working arrangements. The most obvious benefit is savings in office-rental costs. The savings in commuting and accommodation costs of employees may enable firms to partially lower their employee compensation packages. With a reduction in commuting time, employees may be able to devote their energies to a greater extent to their jobs. Less commuting also implies less stress and hence may increase the energy levels of employees. Greater flexibility in scheduling work and rest is also likely to improve worker productivity.

Remote working however may also entail costs, both for employees and employers. For some employees, a blurring of the boundaries between home and office, in both temporal and spatial terms, may lead to greater rather than less stress, and a loss in either productivity or personal welfare or both. When the discipline of office hours is relaxed, not everyone may be able to self-discipline themselves, and the resulting overlap in work and rest hours may be disconcerting. Some employees may not have enough segregated space at their homes required for undisturbed, focused work. Such workers may then need to find alternative work venues such as at work sharing facilities, possibly at their own cost (unless the organisation makes arrangements for the provision of co-working spaces). Young parents may need to cope with children care related issues while also engaging with work.

An important issue that is associated with remote work relates to intra-organisational communication, teamwork and culture. Organisations are essentially teams engaged in collective problem-solving. Teamwork requires active cooperation and mutual trust, which in turn is based on social interaction. Remote human interaction is unlikely to be an effective substitute for face-to-face interaction when it comes to social bonding and social capital formation. Without socio-cultural capital, organisations are likely to be less effective in making sound business decisions. This would especially be the case where synergies between the key players are critical, or where innovation is a key source of competitive advantage. Without regular informal interaction, discussions and no-holds-barred brainstorming sessions, firms are unlikely to perform at their best. This is especially true under business conditions characterised by uncertainty and dynamic market, technology, or policy environments.

The new work arrangements may necessitate a change in management practices, systems, and philosophy. When employees no longer come to the office, traditional supervision methods such as attendance monitoring no longer work. Employees need to be monitored on their performance rather than on their inputs. Where performance is difficult to measure on a short-term or individual basis, a greater reliance needs to be placed on trust between the employer and employees. Unless the employees are highly committed to their organisations, they may abuse the freedom conferred on them. A radical change in management practices and philosophy may hence need to be instituted, entailing significant potential benefits, costs, and risks. These need to be assessed systematically and regularly.

Remote work also raises a range of wider macro-level possibilities. Significant savings in greenhouse emissions may accompany the reduction in physical commuting. Given the critical priority of working towards meeting the global warming challenge, this possibility deserves our greatest attention. Cities may need to be re-designed and 'smart' cities may need to take cognisance of this fact.

Indeed, with the provision of effective communication and information infrastructure, smart villages may replace smart cities as the new loci of many kinds of work that can be done remotely. This may have significant implications for the geographical distribution of economic activity and contribute to greater inclusion, equity, and sustainability.

The current state of research on many of the above issues is highly sketchy and inadequate, especially in the Indian context. Given the great importance of this matter, a systematic and in-depth research study on this issue has been conducted and promises to generate insights of great value to Indian industry and the world at large.

RESEARCH STUDY DESIGN

An exploratory research study on the benefits and costs of work-from-home was designed and conducted by FMS in collaboration with CII. A questionnaire was designed by the author after holding discussions with industry and academia. Information was sought on the benefits and costs of work-from-home to both employers and employees, as well as pertaining to the macro-environmental impact. The survey form was circulated to CII members and some executive students in FMS in August – September 2024.

RESPONDENT PROFILE

117 responses were received. Of these, two were incomplete and hence excluded from the study, yielding a net sample of 115 respondents.

The respondents represented companies operating in a variety of sectors spanning a diverse range of industries (Table 1). Prominent amongst these were technology and IT (13 per cent), healthcare and pharmaceuticals (10.4 per cent), manufacturing and industrial (10.4 per cent), consulting and professional services (10.4 per cent) and energy (8.7 per cent).

Table 1: Sector / Industry in which the Company Operates

Sectors	Frequency	Per cent
Agriculture and Food Processing	2	1.7
Consulting and Professional Services	12	10.4
Consumer Goods and Services	6	5.2
Defence Sector	2	1.7
Education and Training	5	4.3
Energy	10	8.7

Engineering and Development	5	4.3
Entertainment and Multimedia	1	0.9
Environmental Protection and Occupational Health	2	1.7
Financial Services	9	7.8
Healthcare and Pharmaceuticals	12	10.4
Manufacturing and Industrial	12	10.4
Media and Advertising	3	2.6
Miscellaneous	5	4.3
Pet Industry	1	0.9
Real Estate and Infrastructure	3	2.6
Social Impact and Community Services	4	3.5
Specialized Technology Sectors	2	1.7
Technology and IT	15	13
Telecom	1	0.9
Transport and Logistics	3	2.6
Total	115	100

In terms of annual turnover, 30.5 per cent of companies had an annual turnover in the range of ~~(Rupees)~~Rs 1 lakh – 10 crores while nearly half (49.6 per cent) had a turnover of more than Rs 500 crore (Table 2). By number of employees, 30.4 per cent of companies reported having employees in the range of 1-100 while 53 per cent had more than 1000 employees (Table 3).

Table 2: Annual Turnover, Rs

	1 lakh - 10 Cr	11 Cr - 100 Cr	101 Cr - 500 Cr	More than 500 Cr	Grand Total
No. of Co's with Annual Turnover	35 (30.5%)	11 (9.6%)	12 (10.4%)	57 (49.6%)	115 (100%)

Table 3: Number of Employees

	1-100	101-500	500-1000	Above 1000	Grand Total
No. of companies by Number of employees in the range:	35 (30.4%)	13 (11.3%)	6 (5.20%)	61 (53%)	115 (100%)

RESEARCH FINDINGS

Adoption of Work-From-Home Practices

30 per cent of the companies reported that home/remote working practices were adopted before the outbreak of the Covid epidemic (Table 4). 68 per cent of the companies reported that home / remote working practices have continued to be used after the end of the Covid pandemic (Table 5).

Table 4: Adoption of Remote Working before Covid Pandemic

	No	Yes	Grand Total
Which of the following is true for your organization? <i>Home/Remote working practices were adopted before the outbreak of the Covid</i>	81 (70%)	34 (30%)	115 (100%)

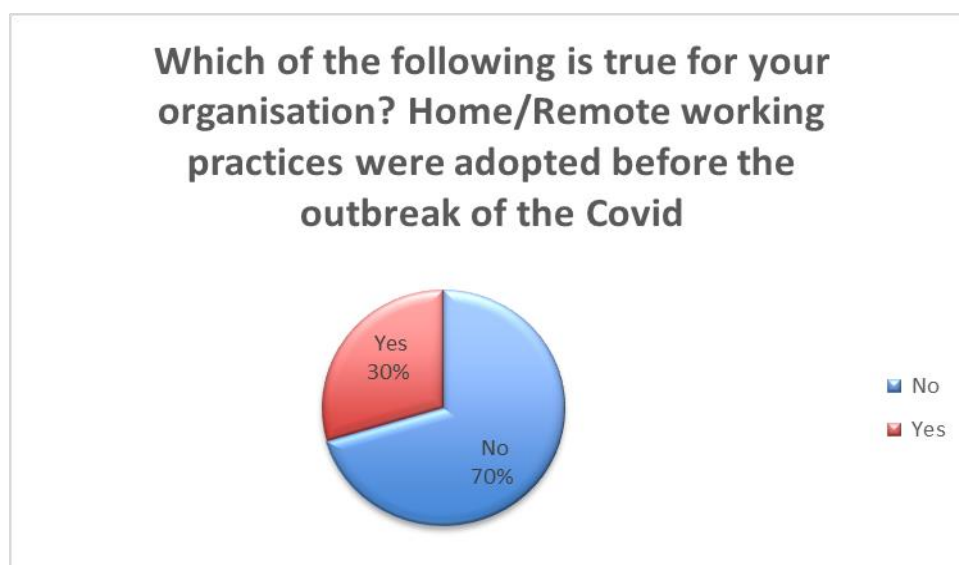
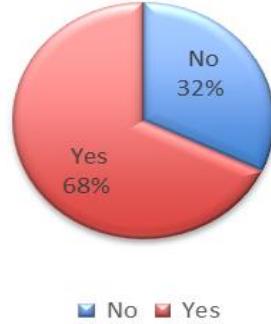


Table 5: Continued Use of Remote Work after End of Covid Pandemic

	No	Yes	Grand Total
<i>Home / Remote working practices have continued to be used after the end of the Covid pandemic:</i>	37 (32%)	77 (68%)	114 (100%)

Home / Remote working practices have continued to be used after the end of the Covid pandemic:



In organisations that currently use hybrid work practices (office plus home working) at present, the number of days in a week that employees are typically expected to come to the office is reported in Table 6. While about 4.9 per cent of companies use fully remote work, almost one-half of companies expect employees to come to the office from two to three days a week.

Table 6: Number of Days in a Week Employees are Expected to Come to Office

Days	No. of companies
0 (Fully Remote)	5
1	3
2	15
2.5 days	2
3	33
3.5 days	1
4	8
4.5 days	1
5	6
Variable Arrangement (As and when required) / Other	29

Costs and Benefits for Employers

A number of questions were asked to study the costs and benefits of work-from-home from the point of view of employers. The respondents were requested to express their agreement/disagreement with a series of statements on a five-point Likert scale, with (1) indicating strong disagreement and (5) indicating strong agreement. The responses to the questions are summarised in Tables 7 and 8.

Respondents reported moderate agreement with the statement that remote working has led to substantial savings (>25%) in office rental costs (mean = 3.5). Furthermore, they reported moderate agreement with the statements that remote working has enabled a substantial reduction in costs involved in meeting/working with clients (mean = 3.6) and a substantial reduction in costs involved in meeting / working with employees within the organisation (mean = 3.6). The savings in employee commuting and accommodation costs have allowed for adjustments in employee compensation structures to a limited extent (mean = 3.1).

Respondents report that remote working has enabled quite a significant reduction in commuting stress for employees leading to greater energy levels (mean = 3.9). There is moderate agreement with the statement that remote working has led to a significant increase in employee productivity (mean = 3.4).

On the negative side, respondents report moderate agreement with the statements that remote working has led to less effective communication (mean = 3.2) and that remote working is detrimental to teamwork (mean = 3.0). Respondents report moderate agreement with the statement that remote working can hinder the development and sustenance of organisational culture (mean = 3.0).

Respondents report that with remote working, traditional supervision methods such as attendance monitoring have become less effective (mean = 3.5). Remote working has led to a significant shift towards performance-based monitoring (mean = 3.7). With remote working, increased reliance on trust has become greatly necessary to ensure employee performance (mean = 3.9).

Table 7: Cost and Benefits for Employers: Statistics

	Remote working has led to substantial savings (greater than 25%) in office rental costs	Remote working has enabled substantial reduction in costs (greater than 25%) involved in meeting/working with clients	Remote working has enabled substantial reduction in costs involved in meeting/working with employees within the organisation	Savings in employee commuting and accommodation costs has allowed for adjustments in employee compensation structures	Remote working has enabled significant reduction in commuting stress for employees leading to greater energy levels	
N	Valid	115	115	115	114	115
	Missing	0	0	0	1	0
Mean	3.53	3.64	3.61	3.14	3.89	
Median	4.00	4.00	4.00	3.00	4.00	
Mode	5.00	4.00	3.00	4.00	4.00	
Std. Deviation	1.39	1.17	1.14	1.38	1.08	
Range	4.00	4.00	4.00	4.00	4.00	
Minimum	1	1	1	1	1	
Maximum	5	5	5	5	5	
	Remote working has led to a significant increase in employee productivity	Remote working has led to less effective communication	Remote working is detrimental to teamwork	Remote working can hinder the development and sustenance of organisational culture	With remote working, traditional supervision methods such as attendance monitoring have become less effective	
N	Valid	115	115	115	115	115
	Missing	0	0	0	0	0
Mean	3.41	3.22	3.05	3.06	3.50	
Median	3.00	3.00	3.00	3.00	4.00	
Mode	3.00	3.00	3.00	4.00	4.00	
Std. Deviation	1.13	1.21	1.24	1.25	1.23	
Range	4.00	4.00	4.00	4.00	4.00	
Minimum	1	1	1	1	1	
Maximum	5	5	5	5	5	

		Remote working has led to a shift towards performance-based monitoring	With remote working, increased reliance on trust has become necessary to ensure employee performance
N	Valid	115	115
	Missing	0	0
Mean		3.74	3.93
Median		4.00	4.00
Mode		4.00	4.00
Std. Deviation		1.12	.99
Range		4.00	4.00
Minimum		1	1
Maximum		5	5

Table 8: Cost and Benefits for Employers: Summary of Mean Scores

Statement / Question	Mean
<i>Remote working has led to substantial savings (greater than 25%) in office rental costs</i>	3.53
<i>Remote working has enabled substantial reduction in costs (greater than 25%) involved in meeting/working with clients</i>	3.64
<i>Remote working has enabled substantial reduction in costs involved in meeting/working with employees within the organisation</i>	3.61
<i>Savings in employee commuting and accommodation costs has allowed for adjustments in employee compensation structures</i>	3.14
<i>Remote working has enabled significant reduction in commuting stress for employees leading to greater energy levels</i>	3.89
<i>Remote working has led to a significant increase in employee productivity</i>	3.41
<i>Remote working has led to less effective communication:</i>	3.22
<i>Remote working is detrimental to teamwork</i>	3.05
<i>Remote working can hinder the development and sustenance of organisational culture</i>	3.06
<i>With remote working, traditional supervision methods such as attendance monitoring have become less effective</i>	3.50
<i>Remote working has led to a shift towards performance-based monitoring</i>	3.74

With remote working, increased reliance on trust has become necessary to ensure employee performance	3.93
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Costs and Benefits for Employees

The respondents were asked questions pertaining to the costs and benefits of work-from-home for employees. As earlier, the respondents were requested to express their agreement/disagreement with a series of statements on a five-point Likert scale, with (1) indicating strong disagreement and (5) indicating strong agreement. The responses to the questions are summarised in Tables 8 and 9.

Respondents strongly agree that remote working has enabled a significant reduction in employee commuting time and costs (mean = 4.1). They strongly agree that remote working has provided employees with the flexibility to live in more affordable areas, reducing the pressure of high rental costs (mean = 4).

Strong agreement was expressed with the statement that remote working has enabled employees to schedule work and rest according to personal needs (mean = 3.8). The flexibility that remote working permits is greatly beneficial for parents with young children and caregivers (mean = 4.2)

On the negative side, respondents expressed moderate agreement with the statement that remote working has led to difficulty in separating work and personal life, leading to increased employee stress (mean = 3.4). Many employees lack dedicated, undisturbed workspaces at home (mean = 3.6). Furthermore, flexibility in scheduling can be considerably problematic for those unable to maintain self-discipline (mean = 3.8).

Table 9: Cost and Benefits to the Employees: Statistics

		Remote working has enabled significant reduction in employee commuting time and costs	Remote working has provided employees with flexibility to live in more affordable areas, reducing the pressure of high rental costs	Remote working has enabled employees to schedule work and rest according to personal needs	The flexibility that remote working permits is particularly beneficial for parents with young children and caregivers	Remote working has led to difficulty in separating work and personal life, leading to increased employee stress
N	Valid	115	115	115	115	115
	Missing	0	0	0	0	0
Mean		4.15	4.00	3.83	4.18	3.36
Median		4.00	4.00	4.00	4.00	4.00
Mode		5.00	5.00	4.00	5.00	4.00

Std. Deviation	.96	1.04	1.05	.94	1.21
Range	4.00	4.00	4.00	4.00	4.00
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5

		Many employees lack dedicated, undisturbed workspaces at home	Flexibility in scheduling can be problematic for those unable to maintain self-discipline
N	Valid	115	115
	Missing	0	0
Mean		3.57	3.80
Median		4.00	4.00
Mode		4.00	4.00
Std. Deviation		1.10	1.01
Range		4.00	4.00
Minimum		1	1
Maximum		5	5

Table 10: Cost and Benefits to the Employees: Summary of Mean Scores

Statement / Question	Mean
<i>Remote working has enabled significant reduction in employee commuting time and costs</i>	4.15
<i>Remote working has provided employees with flexibility to live in more affordable areas, reducing the pressure of high rental costs</i>	4.00
<i>Remote working has enabled employees to schedule work and rest according to personal needs</i>	3.83
<i>The flexibility that remote working permits is particularly beneficial for parents with young children and caregivers</i>	4.18
<i>Remote working has led to difficulty in separating work and personal life, leading to increased employee stress</i>	3.36
<i>Many employees lack dedicated, undisturbed workspaces at home</i>	3.57
<i>Flexibility in scheduling can be problematic for those unable to maintain self-discipline</i>	3.80

Impact on Macro-Environment

Responses were elicited on questions relating to the impact of work-from-home practices on the macro-environment on a five-point Likert disagree-agree scale. These are summarised in Tables 10 and 11.

Respondents indicated that remote working has led to a significant reduction in the company's carbon footprint (mean = 3.8). Respondents reported that work-from-home is helping the organisation to meet its ESG goals (mean = 3.7). They also indicated that remote working has enabled the company to hire employees that are based in spatially distant locations to a significant degree (mean = 4.0).

Table 11: Impact on Macro-Environment: Statistics

		Remote working has led to significant reduction in the company's carbon footprint	Remote working is helping the organisation to meet its ESG goals	Remote working has enabled the company to hire employees that are based in spatially distant locations
N	115	115	115	115
	0	0	0	0
Mean		3.77	3.66	3.99
Median		4.00	4.00	4.00
Mode		4.00	4.00	5.00
Std. Deviation		1.13	1.17	1.16
Range		4.00	4.00	4.00
Minimum		1	1	1
Maximum		5	5	5

Table 12: Impact on Macro-Environment: Summary of Mean Scores

Statement / Question	Mean
<i>Remote working has led to significant reduction in the company's carbon footprint</i>	3.77
<i>Remote working is helping the organisation to meet its ESG goals</i>	3.66
<i>Remote working has enabled the company to hire employees that are based in spatially distant locations</i>	3.99

DISCUSSION OF RESEARCH FINDINGS

Nearly one-third of the respondents in our study report having used remote working in some manner before the outbreak of the Covid pandemic, while two-thirds of the respondents indicate continued use of remote/hybrid work after the end of the pandemic.

According to our research survey findings, remote working has had notable benefits and costs for organisations, both for employers and employees. In terms of cost savings, remote working has enabled a very significant reduction in employee commuting time and costs and provided them with the flexibility to live in more affordable areas. The savings in employee commuting and accommodation costs has enabled adjustment in employee compensation structures to a limited degree. Remote/hybrid working has permitted firms to achieve substantial savings in office rental costs, a substantial reduction in costs involved in meeting/working with clients, and in costs associated with employees working with each other within the organisation.

The respondents report that working from home has enabled a highly significant reduction in commuting stress for employees leading to greater energy levels. It has enabled employees to schedule work and rest according to their personal needs. The flexibility that remote working permits is particularly beneficial for parents with young children and for caregivers. Remote work has reportedly led to a moderate increase in employee productivity.

Remote/hybrid working also entails a number of disadvantages, for both employers and employees. For employees, flexibility in scheduling home working permits is proving to be problematic for those unable to maintain self-discipline. Many employees report a lack of dedicated, undisturbed workspaces at home. Remote working has led to difficulty in separating work and personal life, leading to increased stress for some employees.

On the organisational side, respondents report that remote working has led to less effective communication. Many respondents think that remote working is detrimental to teamwork and that it can hinder the development and sustenance of organisational culture.

With remote working, traditional supervision methods such as attendance monitoring have become less effective. Remote working has led to a shift towards performance-based monitoring in a major way. Furthermore, with remote working, increased reliance on trust has become necessary to ensure employee performance.

Work-from-home has a number of wider macro-environmental effects. Respondents indicated that remote working has led to significant reduction in the company's carbon footprint. They report that work-from-home is helping organisations to meet their ESG goals. Remote working has significantly enhanced the ability of organisations to hire employees that are based in spatially distant locations.

IMPLICATIONS AND THE WAY AHEAD

The survey findings have interesting implications for evaluating possibilities regarding the future of remote work in organisations. While work-from-home confers tangible benefits for both employers and employees in the short term, it may however lead to some losses in the long run. These losses may be intangible in nature, relating to the formation and sustenance of social, emotional, and human capital. Teamwork and collective problem-solving lie at the very heart of the rationale for organisational formation and effectiveness. Without robust cultures, organisations are unlikely to be capable of sustained learning and innovation. Such dynamic capabilities are in turn required to create and exploit new market opportunities for maintaining competitive advantage in the long term. Our survey findings indicate that remote working may be less effective for fostering communication and teamwork compared to traditional office-based work practices, thereby posing difficulties in creating and sustaining collaborative work cultures. This factor is worthy of serious consideration when designing work arrangements.

The study also highlights the possible impact of hybrid work on the macro-environment. Given that global warming and environmental damage are now a key concern of everyone, remote working may help reduce the carbon footprint and promote the achievement of ESG goals. The ability to hire employees from spatially dispersed locations may also help to promote more balanced geographical development, in addition to alleviating pressures of various kinds on major metropolitan areas.

Our research suggests that organisations are experimenting with hybrid work practices, with employees expected to come to the office for a limited period in the week. The aim is to find work practices whereby the advantages of face-to-face working can be optimally combined with those conferred by remote working.

LIMITATIONS OF THE STUDY

As mentioned above, this is an exploratory research study, whose chief purpose is to try to discover some of the key issues at play. This study needs to be followed up by more extensive survey-based research, as well as in-depth research that may be based on interviews and case study approaches, in various sub-industry and activity-related contexts. The findings are likely to be

of great value to industry in India and globally and to policymakers concerned with economic development that is environmentally and socially sustainable and equitable.



Faculty of Management Studies, University of Delhi

Established in 1954 under the aegis of the University of Delhi, FMS has been a pioneer in management education, research, and consultancy. The institution has been consistently ranked among the top business schools in the country and is known for its innovative pedagogy, industry interface, and strong alumni network.

FMS offers a range of management programs that are designed to equip students with the skills, knowledge, and competencies required to excel in the dynamic business environment. The curriculum is constantly updated to reflect the changing industry trends and demands, ensuring that students are well-prepared to meet the challenges of the corporate world.

The Faculty of Management Studies (FMS), University of Delhi made a modest beginning with a three year part-time Post graduate management programme in Business Administration for senior and middle level executives in 1954. The institute was started at the Delhi School of Economics under the leadership of Prof A. Dasgupta. The past decades have witnessed a significant growth in the nature and number of programmes offered at the FMS. FMS has exchange programmes and collaborative arrangements with leading industrial and business houses, management institutions and professional associations in India and abroad. It is the founder member of the Association of Management Development Institutions in South Asia (AMDISA) and is working towards regional cooperation in management education and development in the spirit of SAARC. FMS is also one of the participating institutions in the India-EEC Exchange and Co-operation Programme for Management Professors.

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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, with around 9,000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 294 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2024-25, CII has identified "Globally Competitive India: Partnerships for Sustainable and Inclusive Growth" as its Theme, prioritizing 5 key pillars. During the year, it would align its initiatives and activities to facilitate strategic actions for driving India's global competitiveness and growth through a robust and resilient Indian industry.

With 70 offices, including 12 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 300 counterpart organizations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

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