

"A man is
great by
deeds, not by
birth"

-Chanakya

Welcome to IIMK



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

IIMK/CS/200/OBHR/2023/04

March 2023

**HealthFood India – Managing Human
Resources in an emerging small firm**

Prof T N Krishnan ¹

©

All rights belong to their respective authors.

Please contact the corresponding authors if you would like to access the full case.

¹Professor, Organizational Behaviour and Human Resources Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - tn_krishnan@iimk.ac.in, Phone Number - 0495-2809244

HealthFood India – Managing Human Resources in an emerging small firm

Abstract:

The case discusses the potential for starting a branded food services company. It identifies the gaps in the existing offering in the market and articulates the scope for a branded, healthy-packed food offering. While the business is not technology-intensive, managing employees will be a crucial issue. Various issues are identified, on which the students are expected to come prepared to the class - such as the composition of the founding team, hierarchical levels, the basis for attracting, selecting, and retaining talent. The student is expected to think through these issues and address them in a comprehensive fashion. The students need to consider decisions concerning attachment and retention, selection, coordination and control mechanisms simultaneously. The key learnings revolve around the differences in HR issues between small and large firms and the 'fit' consideration in decision-making around HR issues. This case study is helpful for an introductory course on HRM issues in New ventures and small emerging firms.

Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

