

AMRG & Associates: Crafting Professionalization Through HR Transformation

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Abstract. The case study of AMRG & Associates, led by Mr. Rajat Mohan, showcases a strategic transformation within a family-owned business, addressing the challenge of modernizing HR practices and aligning with professional standards. Triggered by the implementation of GST in 2016, Rajat realized the need to overhaul outdated processes dependent on informal methods. The firm embarked on a journey towards professionalization, focusing on operational efficiency, accountability, and transparency. Key strategies included formal job descriptions, performance-linked incentives, and a legal compliance unit. This case highlights the crucial role of leadership in driving change, the importance of continuous learning, and aligning organizational goals with industry demands amidst competitive pressures.

Keywords: professionalization, HR transformation, change management, family managed business, leadership.

1. Introduction

It was a cold, windy night in January 2019, Mr Rajat Mohan was sipping a hot coffee and gazing at the offer letter given to him this afternoon by one of the leading global consulting firms. The seven-digit compensation offer was too lucrative to reject, and Rajat was at a crossroads. On the one hand, there was a nice, high-paying job, an amazing and highly qualified team and all the perks of a corporate job, and on the other hand, he owned a business by joining his father's traditional, legacy-based and highly people-driven business, the AMRG & Associates. Rajat started working for AMRG & Associates in 2010 and moved out after introducing Goods and Services Tax (GST) in India. His profound knowledge of GST had taken him a long distance in his career, and he finally landed a big-fat-paying corporate job.

Joining again AMRG & Associates, a firm deeply rooted in tradition yet struggling with outdated, informal business practices, was not an easy call. As

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Rajat walked through the company, established long ago by his predecessors, he saw firsthand how the firm's reliance on personal connections and informal judgments was holding it back. Faced with this reality, Rajat found himself at a crucial juncture. The challenge was immense: he needed to transform a traditional family business into a modern, professional firm. This journey would require breaking down old habits and building a new culture based on structure, accountability, and professionalism. As Rajat embarked on this path, the legacy of his family's business weighed heavily on him, mixing with the intense pressure to succeed in a competitive industry.

2. AMRG & Associates

AMRG & Associates, established in 1984 by Mr Madhu Mohan, had emerged as one of North India's leading chartered accountancy firms. The firm had grown significantly from its origins as a small accounting service to a prominent consultancy that offers a comprehensive suite of services including tax and regulatory, audit and risk advisory, and management consultancy. Located strategically across various regions of India, AMRG serves a diverse clientele, ranging from corporates, including multinationals, banks, and financial institutions, to individuals and various organizational forms such as proprietary firms, partnerships, Limited Liability Partnerships, trusts, and many more. The firm's holistic and result-oriented approach ensured that clients operate seamlessly, maintain stability, and function efficiently.

AMRG's commitment to professional excellence was underscored by its adherence to the highest professional standards, maintaining an independent perspective while prioritizing the interests of clients and individuals ahead of the firm. The firm held itself accountable for exceeding client expectations in every aspect of its service offerings. Under the leadership of senior partners like Mr Bans Gopal Mehra and senior advisor Adv. Mr R.K. Kapoor, alongside a cadre of skilled partners including Mr Narendrapal Singh Dhillon, Mr Rajat Mohan, and Ms Priyanka Sachdeva, AMRG promoted a culture of integrity and professionalism. The leadership was supported by a vibrant team that includes CEO Mr Gaurav Mohan, and partners Mr Kiran Awashthi, Ms Swati Ghoshal, and Mr Navdeep Sarpal, with international representation through associates like Ms Megha Gandhi and Ms Divya Malhotra in the Sydney branch.

The organization had a flat structure based on deep-rooted relationships with the founders and employees (refer to Exhibit 1). AMRG's dedication to innovation and quality was evident in its approach to client engagement and solution development. The firm continually worked to improve the quality of its services, deliver innovative solutions, and make a positive impact on its clients and the community (refer Exhibit 2). It fostered an environment that encouraged open and authentic communication, where employees were encouraged to express