

Applying Production Concepts over Borders: Good Intentions and the Limits of Foreign Culture Understanding

Christian Linder, Stefan Scheuerle and Sven Seidenstricker

Abstract

Successful production concepts are a challenge for every production company. Such concepts are typically seen as free of individual or normative implications. According to common opinion, they follow a strict formal logic in analogy to mathematical algorithms. Optimizing production processes is, at the end of the day, the quest for the perfect non-judgemental formula. The following case shows that this opinion is not applicable. Organizational production structures, even if they follow a strict formal logic, have always to be applied in a certain context. This context is not value free but brings its own understandings, visions, interpretations, and so on. To explain this, the case shows the effort made to transfer a working production concept of a German company to a subsidiary in India. The goal is to illustrate the importance of culture to even rational processes. The focus is on how teamwork is bounded to cultural aspects.

International Entrepreneurship: Case of Happiest Minds

Nishant Kumar

Abstract

An in-depth case study of a successful serial entrepreneur in India and the two international new ventures he founded illustrates the entrepreneurial capabilities that are particularly important for successful international new venture creation. This case examines in detail how potential international entrepreneurs can develop such capabilities in order to improve their chances of international new venture success, and concludes with a discussion of the implications of the authors' findings for entrepreneurship research and practice.

ANZ Bank: Building a Strategy for Asia

Gary J. Stockport, Michelle Godley, Dion Guagliardo, Olivia Leung, Ben Mercer, Gajendra Varma and Shaun Wong

Abstract

This case considers the Super Regional Strategy adopted by the Australian and New Zealand Banking Group (ANZ) under the leadership of CEO Mike Smith from October 2007 to early 2011. The Super Regional Strategy had the goal of deriving 20 per cent of ANZ's profit from the Asian region by 2012 and between 25 and 30 per cent of profit by 2017. This strategy was a significant departure from the relative safety of the Australian banking sector and necessitated significant organizational changes. Not without risk or critics, ANZ is still in the formative stages of its strategy which will be a decade or more in the making. This article documents some of the changes to date.

Bio-Caps Nepal

John Walsh and Dilip Kumar Jha

Abstract

Bio-Caps India manufactures gelatin capsules for pharmaceutical manufacturers in India. The capsules are made in part from animal products, which represents an area of cultural sensitivity and requires the trust of end users and intermediaries who recommend specific drugs. Currently, Nepalese manufacturers deal with a single supplier and there is an opportunity for Bio-Caps to open a branch office in Kathmandu to work with local producers to provide better service. However, Nepal remains a poor country with very limited physical or business infrastructure, and it is far from certain that projected market demand can be met in circumstances of such uncertainty. The case focuses on the specific form and business model selected by the company and considers whether these are suitable for the environment to be explored.

Corporate Social Responsibility: Is It a Matter of Ethics?

Mohammed Laeequddin and K. Abdul Waheed

Abstract

Recently, there has been an increasing trend of manufacturing organizations adopting the strategy of Corporate Social Responsibility (CSR) and expecting their suppliers, too, to adopt the CSR guidelines developed by them and be accountable. From a supplier's perspective, it is important to comply with the key customer's requirements to maintain the business relationships but adopting the customer's operating principles may not always be feasible and practical. Situations in which disqualifying suppliers who fail to comply with CSR criteria could limit the number of suppliers or create higher dependency relationships on limited number of suppliers adding cost to production. What is ethical to a customer may not necessarily be ethical to its supplier. This is one of such cases, seeking to bring out the ethical dilemma of Mr Kumar, the General Manager of Pack-tech, a medium-sized flexible packaging company based in United Arab Emirates. The questions that are bothering him are as follows: Should he accept and implement the CSR principles of its customers? Should he follow the suggestions of his workers and manipulate the records to show compliance? And, can CSR principles payback the cost of its implementation?

Creation, Management and Succession of a Small Firm

Dinesh Kumar Likhi

Abstract

A professional with experience in marketing of industrial products identifies opportunity in marketing select industrial products in yet to be exploited market of North India. He incorporated Times Marketing Private Limited. Since inception, the company followed certain core values in the journey of its growth. The essence of these values was total professional integrity in operations. However, the company faced certain challenges in terms of resource constraints in the beginning, conflict of competencies in growth phase and succession issue in maturity phase. The case examines nature of the opportunity, in which the entrepreneur assembles and displays his resources to meet the opportunity and his own values and behaviour. The case describes extensive thought process of a typical professional and his dilemma in his professional life in corporate and entrepreneurial venture. The resolution of such dilemma has been addressed with critical analysis of environment, values and resources to strive for congruencies amongst these factors.