

MART

Ishwar Dayal

Abstract

After holding senior positions for 20 years in three multinational companies, where he was highly regarded, Pradeep Kashyap at the age of 40 years resigned. He wanted to help individuals and families in rural India to improve their livelihood. He decided to set up a company where people will respect one another, cooperate and take responsibility for whatever they do. They should be transparent in their dealings with other colleagues and outsiders, and have a sense of belonging. Companies in his experience suffered from hiding information, competing with others and back biting. The only model that he wanted in his company was the family. The case discusses the processes that created family-like environment.

From Rags to Riches: Tapping the Social Capital within the Solid Waste Informal Sector

Sameer Prasad, Ashish Jain, Jasmine Tata and Shantha Parthan

Abstract

Many large cities in the developing world cannot keep up with the vast quantities of solid waste being produced on a daily basis. Often, only 15 per cent of the waste is handled by municipal waste management systems; the rest is handled by the informal sector consisting of networks of rag-pickers who collect, sort, process and dispose of solid waste. These networks and waste streams hold not only economic, but also environmental and social value. The current literature, however, has largely ignored this promising area of study, and provides limited direction in terms of the informal networks and their influence on economic, environmental and social outcomes. In this research we use qualitative methodology and archival data to develop a typology connecting social capital to three value streams within this informal solid waste network. We find that the social capital of the rag-pickers provides superior economic, social and environmental yields. In addition, we discuss the role of NGOs in fostering social capital.

Social Capital for Strategic Sensitivity in Global Business

Hanna Lehtimäki and Katja Karintaus

Abstract

The purpose of this case study is to increase our understanding of building strategic sensitivity and the ways by which internal social relationships contribute to it. Applying insights from social capital and social networks theories, the case explores the role of social relations in implementing a strategic initiative. The case study was conducted in close collaboration with the case firm to ensure the applicability of the research findings in an empirical setting. Strategic sensitivity is embedded in social interaction. Exploring both the structural and relational dimensions of social capital allows for understanding the role of

social relationships in constraining and enhancing strategic sensitivity. The structural dimension gives information on the efficiency and vulnerability of the social relations while the relational dimension shows the motivation for interacting and sharing information and knowledge. Identification of the company as a social entity with humane values manifested in communication is important to the members of the globally operating organization. The case provides empirical evidence on the functioning of social capital and gives an insight to the importance of understanding social connections between the members of the organization.

Sociology of Decision-making: A Case Study of Integrated Rural Development Programme in Pakistan

Ajmal Waheed and Rana Rashid Rehman

Abstract

This study deals with describing and analyzing the Integrated Rural Development Programme (IRDP) in Pakistan. Its main objective is to elucidate some of the subtle obstacles that hindered the project from reaching its full potential. In this regard, formulation, implementation and evaluation of different development programmes at gross-root level are discussed. Therein, certain managerial issues, such as, participation at gross-root level, coordination, cooperation, motivation, commitment, self-help, delivery of services at rural areas, political intervention and bureaucratic hurdles, are brought at forefront by citing few examples in which challenges have been faced more prominently and which can be used for classroom discussion. One of the critical obstacles relevant to the understanding of this programme, as many others, involves a focus on the sociology of decision-making. It is hoped that the case study would facilitate the readers to have an understanding of the rural development process in Pakistan at a micro level.

How to Overcome the Cultural Divide? A Study of Japanese Expatriates' Work Experiences in India

Sriparna Basu and Ryo Yoshida

Abstract

With the process of globalization setting into motion an increasing amount of global trade between countries, it is inevitable that different cultures converge and collide owing to differing linguistic practices and also affectations of cultural style. Such proximities throw into question troubling equations of self and others as they reconfigure a notion of the interdependent self emerging out of growing interdependence of cultures. The understood meaningfulness of the self expressed against the backdrop social relationships, roles and duties is rendered somewhat fluid in a cross-cultural setting that exerts its own gravity in creating relatedness of the individual to others and the environment. However, in most cases, firms face serious challenges associated with various cultural gaps which threaten their business performance not quite anticipated by the management. This case study seeks to, first, analyze the kind of challenges the Japanese companies and expatriate managers are facing in India and second, to explore what may be done to overcome such situations.

‘Where there’s a will, there’s a way’: The Supply Chain of MARVI Project, HANDS

Mustaghis-ur-Rahman and Sheikh Tanveer Ahmed

Abstract

This case study concerns supply chain of a project ‘MARVI’. The acronym MARVI stands for ‘The Marginalized Areas RH (Reproductive Health) and FP (Family Planning) Viable Initiatives’. This project, funded by the David and Lucile Packard Foundation, was started by Health and Nutrition Development Society (HANDS), a Karachi based integrated development NGO. This project was designed to pilot an integration of RH and FP with rural support programmes in Umerkot district, which is one of the most remote and poorest districts of Sindh, Pakistan. The modus operandi of this project is to operate in collaboration with other NGOs in the district through developing a community based model of social marketing of RH and FP products. The macro objectives of this project are to increase awareness and positive RH and FP behaviours to improve the life of people in the district. For this project, HANDS team came up with a non-conventional method to reach out the community to supply the RH and FP products in the difficult economic, cultural and physical environment of the district Umerkot. This case can be taught in Supply Chain, NGO Management, Reproductive Health and Family Planning disciplines.

Feasibility of Biomass Utilization in Sri Lanka: A Case Study based on Regional Tea Plantation Companies

S.W.S.B. Dasanayaka

Abstract

The rising and unquenchable demands for energy in the developing world, together with the need to minimize the use of fossil fuels to protect our ecosystem from further deterioration in climate change, emphasizes the need to explore and exploit alternative energy sources, especially those that are indigenous to each country. Following extensive analysis, this case study identifies the problems facing the use of biomass as an alternative source of energy in Sri Lanka’s tea industry. A number of key issues have been identified; these include biomass quality, lack of funds, high cost of investment on mechanization and insufficient incentives/subsidies to promote the use of biomass as an alternative energy source. This study proposes and recommends that the most effective approach to enhancing the utilization of biomass among tea industry in Sri Lanka is to provide sufficient incentives for companies that achieve self-sufficiency in energy requirement, without burdening the already congested and costly national grid.

Global Strategies of the Japanese Mega Bank BTMU towards Asian Countries

Masaki Iijima and Koichiro Arai

Abstract

In Japan, with declining birth rate and aging population, the domestic market has been shrinking in recent years. As a result, Japanese companies are increasing their operations in foreign countries, and the banks have started to support these Japanese companies aggressively. Especially, Mitsubishi UFJ Financial Group (MUFG) has actively provided various supports to Japanese companies expanding their businesses into foreign countries. China and India have been experiencing higher economic growth in Asia. After recent financial crises precipitated by the Lehman Brothers bankruptcy in 2008, more and more

Japanese companies tend to consider setting up their businesses in India than it used to be. This study aims to discuss how the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) and its group subsidiaries provide sophisticated information and financial services for Japanese customers who want to expand their businesses in Asian countries, especially in India.

Meerut Embroidery Cluster: A Case Study

Ruchi Tyagi

Abstract

This study tries to integrate marketing, backward–forward linkages and agency support to handicraft cluster in Meerut. The cluster has a large artisan base and opportunities of large domestic market and export potential. However, it lacks transportation facility, an organized infrastructure, networking, production line approach and designer input. There is a need for technological upgradation. The case throws light on the development of embroidery, presenting a broad view of Indian embroidery history with its diversity and the turning point in embroidery with the advent of new technology. The case takes up for study Meerut embroidery cluster with objectives of identification of areas of intervention for inclusive growth by integrating marketing with product development and designing.

Targeting Rural Yoghurt Market: A Way Forward

P.A.P. Samantha Kumara and S.A. Buddhika

Abstract

This case describes the marketing practices at Mali, one of the new entrants to the crowded yoghurt market in Sri Lanka. Mali focuses on the rural yoghurt market—a significant market untapped by big players in the yoghurt market. Being a medium-scale enterprise Nimal, the owner of the Mali, manages the marketing function of the company. So far he has succeeded in the rural market where he focuses on his marketing applications. However, he faces some issues, such as, to what extent he can survive with the existing marketing practices? How can the company address the changes taking place in the consumer behaviour of the rural market? What opportunities are available in the urban market where Mali is about to enter? What lessons can be learned from the applications of marketing practices in a typical rural market? And how the strategic bases of Mali can be affected in long term to get competitive edge in yoghurt market?

Business Turnaround Plan: The Experience of Malaysia Airlines

Herwina Rosnan and Razmah Mahmud

Abstract

Malaysia Airlines (MAS) is the Malaysian national air carrier. It was incorporated during the early days of air travel in 1937. From a humble beginning, MAS has developed into a renowned international airline with award-winning products and services. It managed to achieve cost efficiency and operates slightly below industry average. MAS has gone through several changes in its management over the years and still survives. However, being a national air carrier and government owned, MAS has several constraints in its operation where it has to balance between political and social obligations, and at the same time consider its commercial interest. Thus, some of the decisions on air service destinations,

pricing structure and other business factors cannot be made purely based on commercial ground. This had affected the profitability of the airline. Furthermore, the global airline industry was facing turmoil since 11 September 2001 as a result of significant decline in air travel demand as well as the increase in fuel cost. Without exception, MAS was also badly hit and had recorded a substantial RM 1.3 billion loss in 2005. The bad market environment at that time continues to hit MAS hard. Hence, it was inevitable for the airline to make drastic changes in order to respond to the volatile business environment. Therefore, a real and radical business turnaround plan was imperative for MAS. Introduced in 2006, the Business Turnaround Plan (BTP) managed to bring MAS out of its financial crisis within two years of its implementation. This case highlights the winning strategies and action plans implemented by MAS in the BTP that had successfully turnaround this national air carrier from a deep financial crisis. As a result, from a substantial loss of RM 1.3 billion in 2005, MAS achieved a record breaking profit of RM 610 million in 2007.