

*Editorial*

G.D. Sardana

**Thematic Articles**

- **What is Globalization?**  
*Yvon Pesquex*
- **Changes of Globalization, Flattening and Unbundling**  
*Edward Rhodes*

**Cases**

- **Managing Stakeholder dialogue: The Case of Bontia in Uruguay**  
*Anna Heikkinen, Johanna Kujala and Hanna Lehtimäki*
- **Pakistan steel Mills Amid Crisis**  
*Muhammad Asim and Abdul Rahman Zaki*
- **First Bank of Nigeria: restructuring for High Performance**  
*Ifedapo Adeleye*
- **The Effect of Gender on Women-led Small Enterprises**  
*Debasree Das Gupta*
- **Biodiversity and Wine, a Nice Wedding**  
*Jean-Pierre Noblet, Yvon Pesquex and Eric Simon*
- **P&G: Providing Sustainable Innovative Products through LCA Worldwide**  
*Raveesh Agarwal and Monica Thiel*
- **Implementation of Electronic Medical Records**  
*Yaw Marfo Missah, Parag Dighe, Monty G. Miller and Kenneth Wall*
- **Gulf Shores Company**  
*Asma Qureshi and Jeff Stevens*

**What is Globalization? The Paradoxes of the Economic and Political Substance of Markets**

*Yvon Pesqueux*

**Abstract**

*To view globalization in the context of easy or restricted access to global resources is only a very restrictive concept limiting its dimension to geographic space. The term should be assessed in its broader context to understand fully the impact on business, society and culture. This thematic article addresses various perspectives: a descriptive perspective linking globalization with trade flows; a political perspective linking globalization with the 'crisis' of sovereignty; a historical perspective about the 'world-economy', and a cultural and anthropological perspective. The article goes on to highlight and discuss six senses, each of which has its own logic: an economic sense mainly related to the consequences of multinational corporations' activity; a geographic sense in which globalization is a geography of flows of activities and their anchorage in a country independent of its geographic space; a political sense that factors in the growing weight of 'supranational' organizations and the importance attached to 'transnational' political issues; a dogmatic sense in which globalization is a necessary doctrine ; a historical sense in which globalization is the current verbalization of capitalism as a political order applicable worldwide; and an organizational sense which places at the core of organizational rationales a relational perspective. The paradoxes of the economic and political substance of the markets are underlined.*

**Challenges of Globalization, Flattening and Unbundling**

*Edward Rhodes*

**Abstract**

*We are currently witnessing a major transformation of Twentieth Century institutions. It is not that the sovereign state, the business corporation or the other major institutions of national and international life are going away, but they are experiencing substantial 'unravelling'. Driving this process are two underlying dynamics: the dramatic expansion of information and communication technology and a pervasive expansion of human capacity caused by wider access to education. The unravelling of institutions which results from these dynamics has three key elements. The first is globalization—a fundamental change in time–distance relationships and in the impact of physical and political boundaries. The second is the increased ability of single individuals or informally organized, non-hierarchic groups to solve complex problems, resulting in a 'flattening' of effective organizations. The third transformation is the 'unbundling' of services, as the ability of organizations to control information and markets declines. These transformations promise to change the relative competitiveness of various institutions.*

## **Managing Stakeholder Dialogue: The Case of Botnia in Uruguay**

*Anna Heikkinen, Johanna Kujala and Hanna Lehtimäki*

### **Abstract**

*Stakeholder dialogue is an effective way for a company to enhance its sensitivity to the operational environment and to increase stakeholders' understandings of the dilemmas facing the company. An open and transparent dialogue process can create fertile ground for solving tensions in stakeholder relations. However, the process is not always straightforward. This article presents a case where a Finnish forest industry company's decision to build a pulp mill in Uruguay raised both opposing and supporting views among the local interest groups. The company faced the challenge of how to engage with the hostile, opposing groups in order to ensure their operations in Uruguay. By engaging in this case, students will deepen their understanding of the multitude of stakeholder interests and learn to facilitate a dialogue that seeks to find solutions and avoid conflict in a situation of a stakeholder dispute.*

## **Pakistan Steel Mills Amid Crisis**

*Muhammad Asim, Abdul Rahman Zaki*

### **Abstract**

*The steel industry is one of the most progressive and innovative industries in today's dynamic and competitive world that caters to the need of every individual and every aspect of life from a micro level to the macro level and fulfils the demand of almost all industrial sectors and therefore is a key element responsible for driving the economy of a nation. Pakistan Steel Mills Corporation (PSMC)—once a highly profitable organization and considered one of the largest and sole steel producers in Pakistan is on the verge of collapse and passing through critical stages of its survival. Despite its monopoly and vast potential to expand and grow, PSMC has not only lagged far behind in comparison to its neighbouring nation, but has also been unable to meet the demand of its own nation. This study attempts to explore and analyze the pros and cons of its current deteriorating condition by considering the various factors and challenges faced by PSMC for the last few years and in particular the consequences of the unsuccessful post-privatization attempt made by the government. Numerous apparent and inherent factors are attributed to this failure, namely, the high bureaucratic influence, financial irregularities, managerial incapacities, inefficient management techniques, etc. In addition the role and impact of other steel sources such as ship-breaking, steel melting, imports, etc., are also taken into account, that, if carefully managed and controlled, can help PSMC come out of its dilemma.*

## **First Bank of Nigeria:Restructuring for High Performance**

*Ifedapo Adeleye*

### **Abstract**

*Stephen Onasanya had successfully steered First Bank through a three-year period of accelerated corporate transformation and growth, as the institution emerged from the global financial crisis of 2008. At the core of the bank's transformation lay a new organizational structure. In 2010 the bank had transitioned from a geography-based to a customer-based organizational structure, and redesigned its nationwide coverage and deployment model to align*

*with the new organization. In August 2012, it was apparent that the restructuring had been successful. Apart from the impressive financial results the bank had posted, significant progress had been made on many non-financial measures, including customer satisfaction. Nevertheless, Onasanya was not completely satisfied. He wondered what more could be done to make the new organizational structure deliver even better results, and help realize the bank's ambitious vision of becoming Nigeria's bank of first choice.*

## **The Effect of Gender on Women-led Small Enterprises: Case of India**

*Debasree Das Gupta*

### **Abstract**

*The importance of women-led enterprises for any country's economic growth and competitiveness is well established. According to a 2009 study, in India female-run enterprises in recent years have performed significantly better than other enterprises in terms of productivity and export percentages.*

*However, gender gap in entrepreneurial initiatives in India is among the highest in the world. Although accepted as crucial, the role of public policy towards addressing these barriers is under-researched in the entrepreneurship literature. Further, the current evidence base on state-level predictors of female enterprises is scant. The aim of this study is to highlight these gaps. In doing so, the focus is on interpreting the role of gender correlates—fertility, female educational attainment and female economic activities—in facilitating or hindering women-led enterprises. Indeed, previous studies have identified gender-related factors to have the greatest impact on women's choice in not taking up entrepreneurial activities. An empirical regression analysis and a qualitative review of the institutional environment are conducted. The findings presented in this study indicate the need for a realignment of policy focus towards addressing gender barriers and developing managerial skills, in addition to technical skills of women entrepreneurs.*

## **Biodiversity and Wine, a Nice Wedding: Saumur–Champigny in the Varinelles Domaine (Loire Valley, France)**

*Jean-Pierre Noblet, Yvon Pesqueux, Eric Simon*

### **Abstract**

*Since 2004, the 130 winegrowers of the Saumur–Champigny appellation d'origine contrôlée have been committed to biodiversity. In a sector sometimes resistant to change, and indeed for the first time in France, winegrowers have chosen more ecological weed control methods and concentrated on creating and maintaining plant hedges within zones écologiques réservoirs (ecological conservation areas)(ZER) (Jarno, 2011). The growers' Syndicate, backed by a powerful regional cooperative, rallied all its members and urged them to commit to the process. Collective awareness has driven the majority of winegrowers to 'go organic' and with the ultimate benefit of being awarded an organic label. But going organic is costly in terms of time, labour and finances and inevitably increases production costs. However, despite the less favourable cost equation, their business model is nonetheless effective, and most producers manage to sell their entire product. The aim of this case study is to show how some wine producers, in the quest for quality, have 'looked outside the box' for new information (for*

*example: sustainable agriculture, biodiversity, biodynamics), assimilated that information and applied it to their own operation and production for improved commercial results.*

### **P&G: Providing Sustainable Innovative Products through LCA Worldwide**

*Raveesh Agarwal, Monica Thiel*

#### **Abstract**

*Procter and Gamble (P&G) is a publicly owned company which touches the lives of about four billion people around the world with its product portfolio. P&G is committed to improving people's everyday life by making products more environmentally sustainable. To understand how P&G can make products more environmentally sustainable, the present case focuses on the scientific approach called Life Cycle Assessment (LCA) adopted by P&G to deliver sustainable innovations without tradeoffs in performance or value of the products.*

### **Implementation of Electronic Medical Records—A Case Study of an Eye Hospital**

*Yaw Missah, Parag Dighe, Monty Miller, Kenneth Wall*

#### **Abstract**

*Health care organizations around the world are recognizing the benefits of maintaining electronic medical records for patients with improved quality of service, free flow of information (across multiple locations), reduced cost of operations resulting in cost efficiencies, better health and efficient utilization of resources. Recognizing these benefits as opportunities, health care providers have or are in the process of migrating paper based health care records to electronic medical systems. This transition is not always free from challenges. This study presents recommendations for managing challenges with data conversion from paper form to electronic database based on a case study done by students from Colorado Technical University, Colorado Springs, CO, USA for a prominent eye hospital in Jalna, India, using appreciative inquiry. The Culture, Administrative, Geographic and Economic (CAGE) framework at the industrial level is applied to evaluate the options considered for data conversion and transition.*

### **Gulf Shores Company**

*Asma Qureshi, Jeff Stevens*

#### **Abstract**

*Business intelligence (BI) has been successful in eliminating the traditional decision support systems at Gulf Shores Company (GSC) to improve efficiency and effectiveness in service delivery and eliminate human errors. Such improved organizations are better prepared to respond quickly to threats and opportunities. Artificial intelligence (AI) supports an organization's BI process by simplifying them and making them more cost-effective so that, under certain conditions, automated decisions and alerts can be used. Introducing AI into GSC processes would also give them the capability of making decisions in real time. GSC could implement the BI/AI combination in complex settings to address a wide range of risks specific to their industry. The case study describes the logic for implementing AI in petroleum industries, based on an intelligent system that helps offshore platforms start up, and explains how it can be applied in other industries such as medical billing.*