

Editorial

G.D. Sardana

Cases

Fernando Enterprises: The Marketization of a Hobby

John Walsh

Abstract

Fernando Enterprises is a Sri Lankan company which paints miniature figures for use in war games or for display. The low labour costs available in Sri Lanka means the service is popular in western countries, where the services provided are mostly consumed and the company is flourishing, with 75 full-time painters employed and new custom-built premises available. The service is part of the process of marketization of the tabletop games-playing hobby, which is not a process welcomed by everyone.

Karnavati Pagarkha Bazaar

Mitesh Jayswal and Rachita Jayswal

Abstract

The evolution process of an organized sector is always interesting to study from management perspective. The study becomes fascinating if the sector has grown with same people who earlier used to manage the same business in traditional ways. In the Indian sub-continent type of business is generally concentrated in a caste grouping. Goldsmiths or textile weavers belong to a particular caste group. This case narrates a story of a group of people from shoemaker community who successfully transform their hereditary business to a modern organized retailing format by forming an association. It explains how small businesses can sustain against the winds of globalization and keep alive the spirit of entrepreneurship. It is the story of a giant step of tiny traders from a tradition bound business format to a business based on modern concepts of management.

OTOBI: Beyond the Horizon

Jashim Uddin Ahmed, Asef Hassan Baqee, and Zakia Khan

Abstract

OTOBI has become the most prominent Bangladeshi furniture brand, emphasizing the nation's pride in its culture. The company has 415 outlets spread across Bangladesh and 28 in India. It mainly exports home furnishings but recently got orders to ship hospital furniture.

The company logged BDT 2.18 billion (USD 27.25 million) of turnover in fiscal year 2007-2008. However, following an encouraging growth rate, the industry brought in close to BDT 6.0 billion (USD 75 million) in the fiscal year 2011-2012. Branded furniture has carved out a niche among the people. A handful of manufacturers led by OTOBI are holding more than 50 percent of the country's branded furniture market. At OTOBI, there is no end to the ladder of accomplishment. There is no limit; there are no restraints. This sense of freedom manifests itself in innovative product designs and business strategies. Above all, the creation of a culture of 'we' or 'OTOBIans' and the establishment of the values of innovation and discipline have allowed the company not only to diversify products, but also to record growth. A tidal wave of challenges meeting OTOBI at every step: different business landscapes, strained state relationships and global depression have made it challenging to ensure that over 15,000 OTOBIans can maintain their lifestyle and attain better standards of living. The Company's product portfolio now ranges from children's furniture to home and office décor, Notepad and Kloset.

Pakistan Foods & Beverage Company

Aly Raza Syed, Khuram Shahzad, Shahid A. Zia, and, Ambreen Zainab

Abstract

Pakistan Foods and Beverage Company (PFBC), having workforce of 4500 people and 25% annual growth, has become a leading company in the Confectionary and Food industry of Pakistan. The perils of managing growth are catching up the organization with extremely high employees' separation rate, lower productivity, endless complaints and grievances, lack of HR management systems, and 'one man' show approach adopted by its owners. The CEO now wants to strategically realign and incorporate the organization-wide cultural change according to his Vision 2020 and revamp things to make it great without leaving good.

Addressing Fundraising Challenges of a Non-Profit Organization Caused by Financial Uncertainty Using an Appreciative Inquiry Approach

Kristine Brands and Debora Elam

Abstract

The increasing demands on non-profit organizations to support the growing needs of communities during economic hardships require these organizations to look for alternative and creative fundraising options. This study used a customized approach of the Appreciative Inquiry (AI) organizational analysis model developed by Thatchenkery (2012) to examine a non-profit organization's fundraising enablers and to identify how the organization could sustain its fundraising levels during the economic challenges of 2009. This process-consulting model was used to focus on the organization's strengths to allow the organization to build on them. A three-member doctorate student research team not affiliated with the organization used a multiple phased process to collect and analyse data. The research was used to ultimately identify possibilities for increasing fundraising levels to meet the growing needs of the Pikes Peak Region community in Colorado, United States. It is a research case study.

Financial Literacy Through Service Innovation

Rajeeva Sinha, Bharat Maheshwari, and Avik Kedia

Abstract

Financial literacy enables financial inclusion, a key policy concern in economic development. Governments around the world are keen to promote financial literacy and fund programs and organizations that promote financial literacy in low-income populations and youth. However, given the complex interaction of behavior and skills in financial decisions, it is difficult to conduct an outcome-based evaluation of financial literacy programs. In the absence of a reliable ex- post evaluation, we focus on ex- ante considerations that should guide us in the design of financial literacy programs. This paper provides a framework for financial literacy program design drawing lessons from the service innovation literature and experiences of Sanchayan, a non-governmental organization in India that delivers financial literacy and services to low-income adults and youth. We show how Sanchayan in its financial literacy program design takes the context and the needs of its clients into account and delivers services to its clients in their own comfortable environment. Several challenges faced by Sanchayan in imparting financial literacy and services are also identified.

IS Project Escalation – A Case Study of Off-shore Development

Amina Talat, and Ali Khalid

Abstract

This is an empirical qualitative paper. It attempts to study the phenomenon of project escalation in Information Systems. The methodology employed has been to choose a project that escalated, carry out an in depth analysis of the various endogenous and exogenous factors involved and identify possible reasons for such escalation. The antecedents of project escalation thus identified can be subjected to empirical research in future.

Bayer CropScience, India

Vineeta Dutta Roy

Abstract

The case is about Bayer, a multinational firm that finds it facing stiff accusations in India and its home turf Germany when the acquisition of Indian seeds business leads it inadvertently to having the worst forms of child labour in its hybrid cotton seed production supply chain. A company with a strong brand identity and a clear human rights position that bans child labour in its own operations and does not tolerate it anywhere in its supply chain chooses to tackle the situation when exiting the business would have made a more convenient business decision. It designs a multifaceted programme the Bayer CropScience Child Care Programme with top level management commitment, a dedicated team and an independent budget. After striving for almost a decade with its implementation, the company achieves a practically zero child labour existent supply chain and a reputation of having turned around a difficult situation. The company now aspires to transform its successful Child Care

Programme into a vehicle for delivering innovative solutions aimed at strengthening the rural economy and bringing about a socio-cultural change.

HTC Corporation: A Different Kind of Leadership of Cher Wang

P.R. Bhatt

Abstract

HTC corporation was started as a manufacturer of personal digital assistants (PDAs) in 1997 and later shifted to manufacturing smart phones for branded handset companies and for service providers such as T-Mobile, Vodafone, Orange, Sprint, Cingular, Verizon and NTT DoCoMo as an original design manufactures (ODMs) in 2002. In 2007, HTC had taken a strategic decision to manufacture branded products and sold smart phones under its own name. The main competitors of HTC in smart phone industry were Apple, Samsung, Research in Motion (RIM), Nokia and Huawei. HTC took a number of distinct paths to drive differentiation of its products which included a superb User Interface (UI) and applications (for e-mailing, screen locking, dialing and picture taking among others) that provided a unique experience to HTC users. Cher Wang believed that the key to creating a powerful brand was to produce cutting-edge smartphones. Cher Wang introduced a new culture, a culture of innovation in the organisation. Her vision was to create innovative products that could enrich consumers' lives. Cher Wang wanted to make HTC global organisation to make convergence of internet, mobile, wireless and IT. HTC's long-term plan was to distinguish itself in the handsets and tablets markets by offering an HTC-specific experience on both Android and Windows phones.

The Social Embeddedness of Strategy Implementation

Hanna Lehtimäki, and Katja Karintaus

Abstract

The purpose of this case is to deepen understanding about strategy implementation. The study draws on a network survey conducted in four internationally operating companies and presents analysis on the role of social relations in strategy implementation. As an outcome, the study provides insight into the ways by which social relations within the firm facilitate strategy implementation. This paper contributes to literature of strategic initiatives by examining the informal structure, the social relations in four internationally operating firms.

Brain Drain: Case-Study Simulation on Crisis Management

Ajmal Waheed, and Rana Rashid Rehman

Abstract

This case provides background information on ABC Corporation and a practical approach for considering the crucial elements in any management dilemma and a means for creating a sensible strategy for addressing the problems. This exercise raises issues concerning motivation, commitment, communication, decision-making, conflict management, and team / organizational development. In addition, this also stimulates course discussion on a range

of topics dealing with management, leadership, change and small group dynamics i.e., relationship between team members, and between subordinates and boss.

Social Identity, Conflict Management, Religion, and a Building: Peaks and Valleys in the Life of a Large Christian Church

Arnold R. and Cheryl R. Anderson

Abstract

A large Christian church experienced organizational behaviour issues over a period of approximately 13 years. Growth issues forced the church to evaluate purchase of another property in anticipation of relocating the congregation to a new facility. Church membership plummeted from over 3,000 members to approximately 2,000 members. Strife continued after land and a temporary classroom/chapel/office building were purchased. A new congregation with no psychological or physical relationship to the initial campus developed, with few shared activities or responsibilities. The financial burden borne by the membership because of the new facility further stretched both the pocketbooks and the faith of the members at the home campus that the purchase had even been a good idea. Lack of expertise in managing cognitive conflict to create positive tension and extract differing viewpoints that might uncover innovative solutions to the problem, and no conscious thought to curtailing affective conflict that demoralizes, encourages distrust, and undermines the solidarity of the group caused a situation that quickly became runaway dissention.