

Implementing a Holographic Organization Design: The Case of GABO:mi

Erika Jacobi

Abstract

This case describes the implementation of a holographic organization design at a European research project management firm. The case firm, GABO:mi, underwent a phase of rapid growth. Their headcount nearly doubled, which left them challenged to the maintenance of the flexible self-organization of their teams. During a collaboratively conducted change initiative, the organization determined that a holographic organization design would best serve their business objectives. A six-phase change initiative was conducted to help the case firm identify their unique success factors and decide how to bring these factors forward into the new organization design. The change process leveraged a collaborative, appreciative and systemic approach throughout all phases, from assessment to implementation. The process itself, thereby, closely resembled the organization design that was later implemented.

The Impact of International Joint Venture on Local Economy: A Case Study of Hero Honda

Aritra Saha¹

Utpal Chattopadhyay

Abstract

The Indian two-wheeler industry has undergone a long journey since its humble beginning in the late 1940s. During these eventful years, it has experienced great advancements in technology, tremendous increments in production volume and opening up of the market for global trade. India has now emerged as a global leader in two-wheeler production and trade. A key factor behind the creditable progress of this industry has been the operation of several international joint ventures (IJVs) such as Kawasaki Bajaj, TVS Suzuki, Kinetic Honda and Hero Honda. Of all IJVs, the partnership between Hero and Honda has been the longest and perhaps the most remarkable too. This article gives a brief overview of the Indian two-wheeler industry and presents a glimpse of the IJVs therein. It analyzes the impact of Hero Honda case, in detail, to showcase how a local manufacturer can team up with a global player and still achieve a synergy between their core competencies for enhancing efficiency, productivity and quality. The article narrates the transition from interfirm competition to cooperation and aims at finding out how management innovations by both the partners can help reduce conflicts of interest, avoid cannibalization of the products of individual firms and derive mutual benefits by aligning their individual targets to a common goal of market success.

Magnetrol International, Incorporated: A Case Study in the Use of Appreciative Inquiry

E. John Heiser

Jeffrey K. Swallow

Abstract

This case examines the use of appreciative inquiry by a multinational company to gain market differentiation by developing a world-class global service and technical support organization. Magnetrol International, Incorporated is a family-owned manufacturing company headquartered outside Chicago, Illinois USA, with manufacturing facilities in the US, Belgium, Brazil, China and the UAE. The purpose of the article is to demonstrate how the appreciative inquiry framework was used to drive innovation in the creation of a world-class global service organization through the use of positive discourse and employee engagement. Data was collected over a 5-month period including during two appreciative inquiry (AI) summits, one in the US and one in Belgium. The article seeks to demonstrate that positive discourse conducted in an inclusive environment can lead to positive, innovative action with an ensuing benefit of a more engaged, committed workforce.

Who Says Elephants Can't Dance? Uttar Pradesh Women Power Line 1090

Neeraj Dwivedi

Nishant Saxena

Abstract

Women Power Line 1090 was a facility set up by the government of Uttar Pradesh, the most populous state of India, for eradicating the menace of harassment of women in the state. The case briefly presents the genesis of the 1090 project and traces the journey of the project from an idea to the creation of an innovative and agile organization within the normally bureaucratic police force. The case concludes by presenting the challenges faced by the protagonist while analyzing the first seven months performance of his brainchild. The first challenge discussed is how he can extend 1090 to address more severe problems of eve-teasing, domestic violence and cyber crimes related to women. The second challenge he is thinking about is scaling up the operations without losing quality. The third challenge he is looking at is to find ways to create awareness and mobilization in the rural areas, which are home to 77 per cent of the state's population.

Designing a Cellular Organization: A Case Study of Sense Making at the National Prosperity Gold Production Group Ltd.

Nandy Lynn

Bruce Hanson

Abstract

The country of Myanmar opened up to the outside world a little over three years ago. As part of that process, many of the industries in the country changed hands from state owned to private. Such was the case with large-scale gold mine, which had formerly been explored by a Canadian company with mining experience and restored under the government to indigenous control. In early September 2011, tender bids from citizens were invited for the concession rights of the mine. There had been about 300,000 illegal miners working in the restricted area, but were being kicked out as the new operator took over the mine. There were many challenges, each answered by trial and error of the National Prosperity Gold Production Group. One of the current challenges is to maintain continuous production to fulfil the payment schedule to the government. This case is a constantly unfolding situation of sense making that the National Prosperity is trying its best to successfully operate the mine.

Sustainability Reporting Trend in Indian Companies as per GRI Framework: A Comparative Study

Anurodh Godha

Prerna Jain

Abstract

Sustainable development implies development that meets the need of the present generation without compromising the ability of future generations to meet their own needs. As a result of the global upsurge of interest in sustainable development, the sustainability reporting system has emerged. Sustainability reporting enables the creation of long-term value for organizations. It is forward-looking and includes quantitative and qualitative reporting measures. It is a key platform for communicating the organization's economic, social, environmental and governance performance, reflecting positive and negative impacts. It can be undertaken by all types, sizes and sectors of organizations. Through the Global Reporting Initiative (GRI) Sustainability Reporting Framework, the GRI works to increase the transparency and exchange of sustainability-related information. The present study conceptually reviews sustainability reporting and its benefits for the entities. Here, an attempt has been made to examine the development in the Indian regulatory environment for sustainability reporting along with finding out trend, application level and status of the sustainability reporting practice of Indian entities as per the GRI reporting framework. The findings reveal that the development of the corporate governance standard is maturing in India. Amendments in laws and changes in the regulatory mechanism are creating pressure on entities to respond to and communicate for their sustainability concerns. With globalization, Indian companies are increasingly realizing that they have much to lose by not following sustainability reporting. In fact, many respected companies already get their sustainability reports audited by a third party to ensure its credibility. Sustainability reporting is therefore a vital step of managing change towards a sustainable global economy—one that combines long-term profitability with environmental care and social justice.

Agricultural Multifunctionality and Care Farming: Insight from the UK

**Paul Custance
Keith Walley
Gaynor Tate
Goksel Armagan**

Abstract

The purpose of the article is to provide insight into care farming and the role that it may play in agricultural multifunctionality. The paper outlines three case studies of care farming in the UK to compare and contrast the roles that such organizations may play in multifunctional agriculture. Although the work has the obvious limitation of being based on case-study care farms that are based in the UK, the findings are sufficiently generic to serve as valuable learning material for those interested in the subject and located anywhere in the world. The main finding from this study is that care farming can take many different forms but still contribute to agricultural multifunctionality. The study also confirms the important roles that economic support and favourable legislation play in successful care farming. The paper concludes that care farming is a legitimate form of agricultural multifunctionality but reminds those interested in setting up or promoting care farms of the need for a supportive economic and legislative environment. The paper provides contemporary insight into the concept of care farming as a form of agricultural multifunctionality. A number of generic points are made that should be of value to an international audience of academics researching in this area as well as students studying care farming and agricultural multifunctionality, farmers considering diversifying into care farming and politicians working to create a political and economic environment that may support care farms.

Building a High-performance Organization: Anna Bhau Ajara Shetkari Cooperative Spinning Mill

**Bhavna Ghatge
Diganta Chakrabarti
Shilpa Shinde**

Abstract

This case highlights the noteworthy success of a cooperative organization located in a small and undeveloped village Ajara in the Kolhapur district of the state of Maharashtra (India). It traces the progress of this small cooperative sector spinning mill from its conception in the late 1970s to its successful transformation as a profitable export oriented unit in 2014. The case underlines the diverse challenges the organization faced and the initiatives taken by the government to overcome those. It is an important account of how a combination of visionary leadership coupled with strategic decision-making enabled a struggling organization to establish itself into a distinguishably successful one. The application of progressive management policies and practices are documented. This case also illustrates the role of a cooperative organization in the context of socio-economic development of rural India.

Udyogini and Lac Producers in Jharkhand: Catalyzing Inclusive Value Chains at the Base of the Pyramid

Jeevan J. Arakal
Rajeev Roy

Abstract

Dr Vanita Viswanath, the chief executive officer (CEO) of Udyogini, and her team have been working with lac producers in the Indian state of Jharkhand. The protagonists in the case have been helping the lac producers overcome the productivity and transactional constraints in their value chain. This case captures the key facets of the intervention, the outcomes and the various perspectives the team had taken in evaluating its intervention in the lac value chain. The process of measuring the impact at the base of the pyramid and the impact for the small producers on parameters of institution building, wealth creation and poverty reduction are the focal points of this case. Vital decisions have to be taken by Dr Viswanath and team based on this evaluation from the point of view of the lac producers.

Exploring the Impact of CSR on Talent Management with Generation Y

Keri Ohlrich

Abstract

Developing a corporate social responsibility (CSR) strategy can help companies remain competitive, grow market share, and enhance customer loyalty. As CSR has recently become part of corporate strategy, many corporations are confronted with an employee talent shortfall. This shortfall is attributed to factors from the simple fact that there are not enough people, like Generation X not being able to replace the retiring Baby Boomers to the more complex concept of a talent mismatch.

This research investigates this intersection of CSR and talent and examines the impact of CSR on employee attraction and retention, with a special focus on Generation Y. Interviews included 36 qualitative, semi-structured interviews. Results suggest that potential employees are not as much attracted by the CSR programme, but by the values of the company. Results suggest that employees do not necessarily stay at companies because of the CSR programme. From the findings, a practitioners' guide was created. This guide outlines the drivers of attraction and retention that focus on iValue, iDevelop and iRetain.

Child In Need Institute (CINI): Changing Lives of Homeless Children on Railway Stations

Suddhachit Mitra

Vanita Yadav

Saswata Biswas

Abstract

The case is about a non-profit organization named Child In Need Institute (CINI), based at Kolkata, India. CINI is a respected name in the voluntary sector in India and has good credentials in nutrition, health, education and protection of women, children and adolescents. The case raises global concerns of child protection and homeless children. It discusses in detail CINI's child protection programme at an Indian railway station. The programme was funded largely by a UK-based charity. Following the Indian government's policy of disbursing funds to non-profits in the broad area of child protection, the funding pattern could substantially change. The case engages learners to comprehend the nature and extent of issues relating to homeless children on railway platforms in India, form a broad idea about the external environment and strategy of a non-profit engaged in child protection and understand the merits and disadvantages associated with governmental funding.

Pyramid: A Case Study of Cyber Security in India

Nimisha Singh

Abha Rishi

Abstract

As the world becomes increasingly interlinked through the Internet, cyberspace frauds are also on the rise. This is a case study on a company, Pyramid Cyber Security (P) Ltd., which specializes in digital crime, fraud and forensic solutions and services in India. Over the years, the company has established several digital forensics laboratories and security projects for agencies in law enforcement, the public sector and corporate organizations. With the scalability, flexibility and economic advantage offered by cloud computing, more and more organizations are moving towards cloud for their applications. With all the benefits of cloud computing, it also opens up a company to the danger of digital crime and security breaches on the cloud platform. This has thrown open new vistas for Pyramid, putting it in a dilemma of whether to focus on the existing business or explore new opportunities in cloud forensics investigation thrown by the wide acceptance of cloud computing. It also poses the question whether a company should go in for pre-incident or post-incident digital network security architecture. It is a teaching case.